

2012/2013

ANNUAL REPORT



January 2014

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CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

a. Vision

The following new vision (an idealised view of where or what the organisation strives to be in the future) was adopted for Swartland Municipality in May 2012 as part of the Integrated Development Plan (IDP) for 2012-2017:

*Swartland Municipality is a **frontline** organisation which promotes **sustainable development** and delivers services **effectively and efficiently** to all its people by **building partnerships** with all stakeholders.*

- **Frontline** refers to being at the forefront of something, leading, foremost and influential (in Afrikaans “toonaangewende”).
- **Sustainable development** rests on three "pillars" namely economic development, social development and environmental protection. These three must always be in balance.
- **Effectiveness** is a measure of how inputs and outputs relate to the achievement of an institution's strategic objectives and goals.
- **Efficiency** means maximising the level of output for a given set of inputs, or minimising the inputs required to produce a given level of output.

b. Key Policy Developments

In consultation with a wide spectrum of public stakeholders the Municipality identified the most critical issues and risks that need to be addressed should the organisation wish to survive the challenges and continue to function effectively, efficiently and economical. This process led to the formulation of **seven strategic outcomes** (what we wish to achieve):

- A financially sustainable municipality with well-maintained assets
- Satisfied, involved and well informed clients
- An effective, efficient, motivated and appropriately skilled work force
- Access to affordable and reliable municipal infrastructure
- Sustainable development of the municipal area (with special emphasis on previously neglected areas)
- A lean, integrated, stable and corruption free organisation
- Increased community safety through traffic policing, by-law enforcement and disaster management

These strategic outcomes form the core of the Municipality’s strategy in Chapter 7 of its Integrated Development Plan (IDP). This is what the Municipality will focus on over the five year term of the IDP.

c. Key Service Delivery Improvements

The following are some of the successes of the Municipality between 2007 and 2013:

- Three consecutive clean audits
- A performance management system for councillors that is in operation since June 2010
- Section 53 role clarification that has been finalised and approved by all parties
- A new waste water treatment works for Malmesbury that utilises the latest membrane technology
- The Client Services Charter that was launched in March 2010
- Extensive use of electronic systems to streamline processes and increase customer satisfaction
- An excellent record of completing projects and spending of the capital and operating budgets
- The delivery of 1600 low cost housing units

d. Public Participation

Public participation in Swartland is done in a **structured** way. The directive from national government on how community participation should be structured is the ward committee system. Most of the liaison with communities is done through ward committee meetings.

Although ward committees provide for representation of communities on a geographical basis, there are also a number of sector interests not covered by ward committees that play a major role within the municipal area, such as education, business and agriculture. Liaison with and involvement of such sector groups is therefore also crucial in order to get a full picture of the current reality in our area. Liaison with sector groups is done mainly through the Swartland Municipal Advisory Forum (SMAF).

Chapter 1

e. Conclusion

Local government is judged by its ability to deliver services, promote socio-economic development and govern effectively. As Mayor I am aware of the numerous responsibilities bestowed on the Council to bring about fundamental changes to our region that will have a positive effect on the livelihoods of all our people. Local Government is both the most intimate sphere of government and the one that impacts most on the everyday lives of citizens.

We treasure the administrative and political stability in Swartland Municipality as it allows for forward thinking and planning, administrative efficiency and overall effective service delivery.

(Signed by :) _____

Executive Mayor

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

The 2012/2013 financial year once again offered some unique ups and downs, the latter especially on the financial front, with the municipality (like all other local authorities) suffering the after effects of the global economic crisis.

The operating deficit of the previous financial year was not a result of poor financial management, but followed after a National Treasury provision requiring municipalities to unbundle its assets in order to make adequate provision for the replacement of such assets in future.

In an attempt to be compliant with the said provision and to minimise the deficit, the purpose of the strategy, as entailed in Chapter 7 of the 2012-2017 IDP, is to keep the municipality financially sustainable. Although we realise there are no quick fixes to eradicate the impact of the GRAP 17 requirements and conditions, the execution of the Chapter 7 of the IDP will deliver the necessary results.

Despite the said plan, management acted immediately by implementing an even further and stricter control approach, cutting back on any "nice-to-haves" without negatively effecting service delivery, with emphasis on service delivery remaining our CORE function.

On the positive side it is appropriate to report that Swartland Municipality achieved consecutive clean audits for the 2010/2011, 2011/2012 and 2012/2013 financial years. The challenge is now to maintain this achievement.

The years ahead require innovative strategic thinking by the municipality, something to which we have committed ourselves unconditionally. We have already identified and documented our most crucial risks, and are busy implementing actions plans in respect of such risks to ensure our financial stability in the long term.

Despite all, we were fortunate that we could continue rendering high quality services to our ratepayers during the past year. We will continue doing so, despite the challenges we face. The service standards set in the Client Services Charter will remain one of the instruments whereby we will measure our performance.

To illustrate the municipality's efficiency, despite of the above mentioned challenges we achieved several milestones. All our initiatives that focused on the implementation of good governance practises, lead to the achievement of the third consecutive clean audit. Special reference is also made to the following:

- (1) The IDP, budget, SDBIP and performance indicators are fully aligned. In this regard we received very positive feedback from the Provincial government of the Western Cape.
- (2) The spending on the CAPEX represents, for the second consecutive years a % of 100%, being 101,4%.The reason for the overspending of R1,216 mil, is due to the borrowing cost being added to the final amount spent on the WWTW.
- (4) The spending on the OPEX, represents 101.5% (previous year was 91%). The overspending by the amount of R6,508 mil is mainly due to the significant increase in the value of the post- employee medical aid benefits resulting in the increase in the provisions to the provision which were more than the amount budgeted for. The budget was based on the previous year's actuarial calculation. The results of SSA also had an impact on the provision.
- (3) At the Premier Co-ordinating Forum (PCF), Swartland was requested to make a presentation on, "How did we proceed to obtain a clean audit?" During the presentation, it was mentioned that one of the biggest challenges at municipalities, is to address the lack of standards and standard operating procedures (SOP's). As an outcome of the

presentation, Provincial Treasury made funds available and requested Swartland Municipality to pioneer the development of financial standards. The end result of the standards was handed over to MEC Winde and MEC Bredell during March 2013, and our CFO was involved in the training of colleagues to use the model.

We will keep on striving to make our ratepayers proud and are committed to performance excellence. However, to do so, our clients also have to realise their responsibility to assist us in this regard: a responsibility to understand there are various priorities requiring attention; a responsibility to be reasonable, and a responsibility to trust that we have your interests at heart!

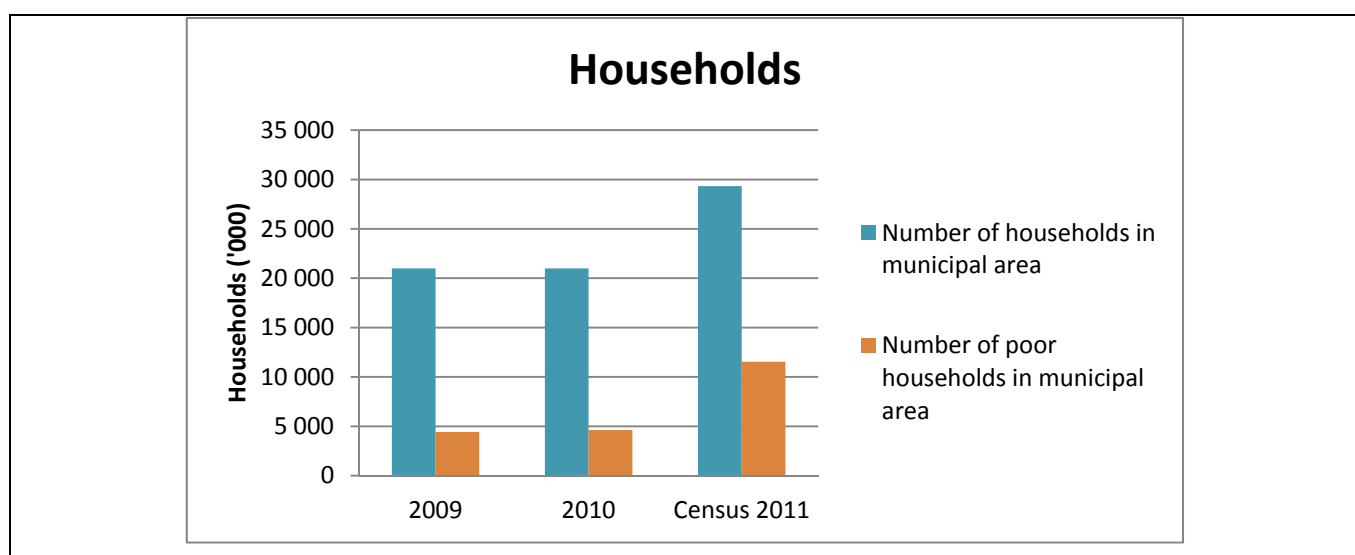
We endeavour to remain professional and transparent in our dealings with you, at all times!

MUNICIPAL MANAGER

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

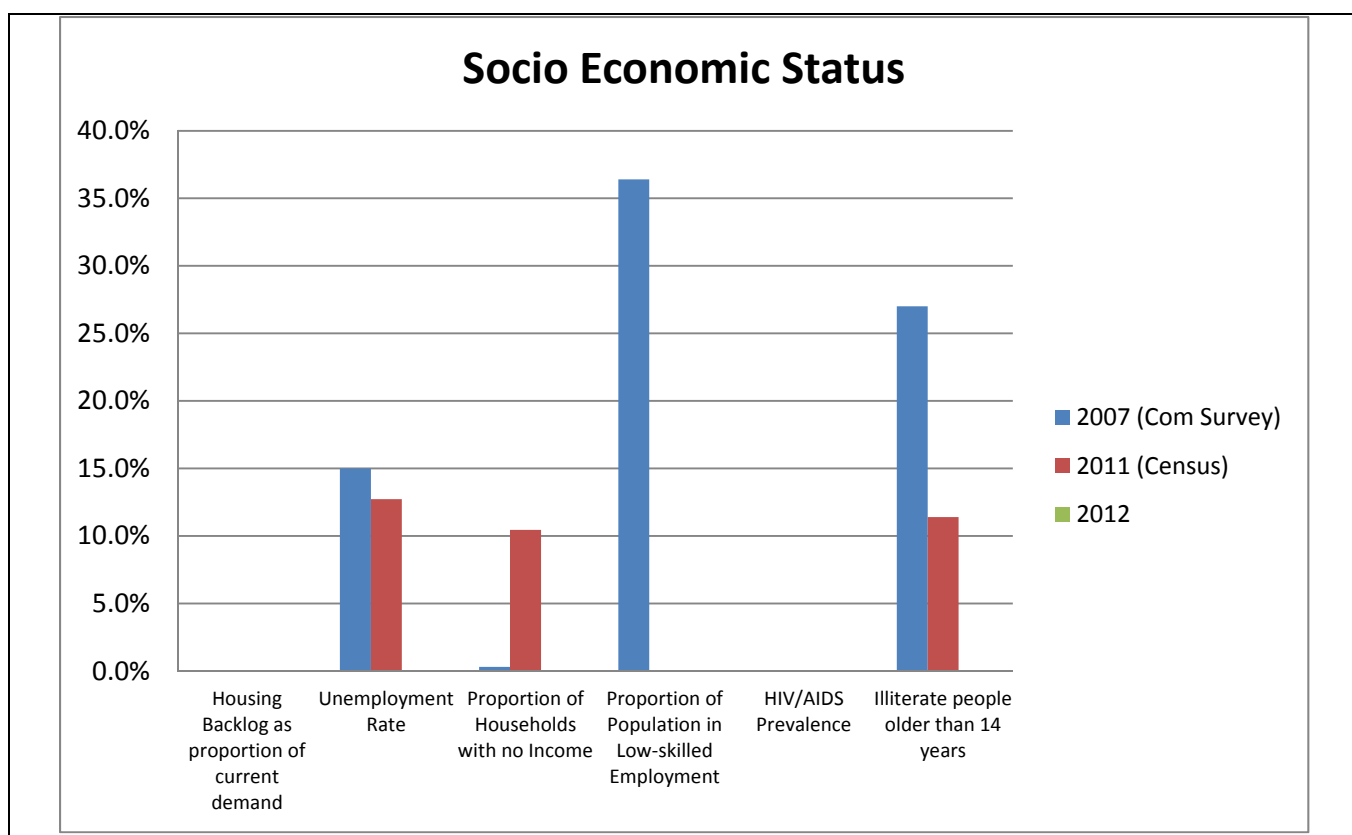
INTRODUCTION TO BACKGROUND DATA

Population Details									
Age	2001 (Census)			2007 (Community Survey)			2011 (Census)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Age: 0 - 4	3 350	3 350	6 700	3 601	3 445	7 046	5 257	5 105	10 362
Age: 5 - 9	3 483	3 483	6 966	3 552	3 399	6 951	4 562	4 581	9 143
Age: 10 - 19	6 946	6 946	13 891	7 254	6 942	14 196	9 026	9 354	18 380
Age: 20 - 29	6 143	6 143	12 286	7 051	6 747	13 798	11 273	10 967	22 240
Age: 30 - 39	6 282	6 282	12 564	6 864	6 568	13 432	8 613	8 268	16 881
Age: 40 - 49	4 289	4 289	8 577	4 704	4 502	9 206	7 956	7 877	15 833
Age: 50 - 59	2 715	2 715	5 429	3 201	3 064	6 265	5 095	5 364	10 459
Age: 60 - 69	1 674	1 674	3 347	2 190	2 095	4 285	2 994	3 306	6 300
Age: 70+	1 178	1 178	2 356	1 197	1 145	2 342	1 696	2 468	4 164
Source: Statistics SA									T1.2.2



Chapter 1

Socio Economic Status						
Year	Housing Backlog as proportion of current demand	Unemployment Rate	Proportion of Households with no Income	Proportion of Population in Low-skilled Employment	HIV/AIDS Prevalence	Illiterate people older than 14 years
2007 (Com Survey)		15.0%	0.3%	36.4%		27.0%
2011 (Census)		12.7%	10.5%			11.4%
2012						
T1.2.4						



Overview of Neighbourhoods within Swartland (Census 2011)		
Settlement Type	Households	Population
Towns		
Abbotsdale	924	3 762
Chatsworth	679	2 326
Darling	2 800	10 420
Grotto Bay	94	220
Kalbaskraal	659	2 411
Koringberg	317	1 214
Malmesbury (Ilinge Lethu)	4 161	13 671
Malmesbury (Wesbank)	2 536	11 861
Malmesbury (Rest)	2 776	10 365
Moorreesburg	2 578	7 760
Rosenhof	1 120	5 117
Riebeek-Kasteel	1 345	4 760
Riebeek West	1 143	4 605
Riverlands	427	1 726
Yzerfontein	490	1 140
Swartland Non-Urban	7 275	32 404
Sub-Total	29 324	113 762
T1.2.6		

Natural Resources	
Major Natural Resource	Relevance to Community
Agriculture	17,2% contribution to GDP
Mining	0,3% contribution to GDP
Water resources	
Conservation areas	
Heritage	
T1.2.7	

COMMENT ON BACKGROUND DATA:

None

1.3. SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY INTRODUCTION

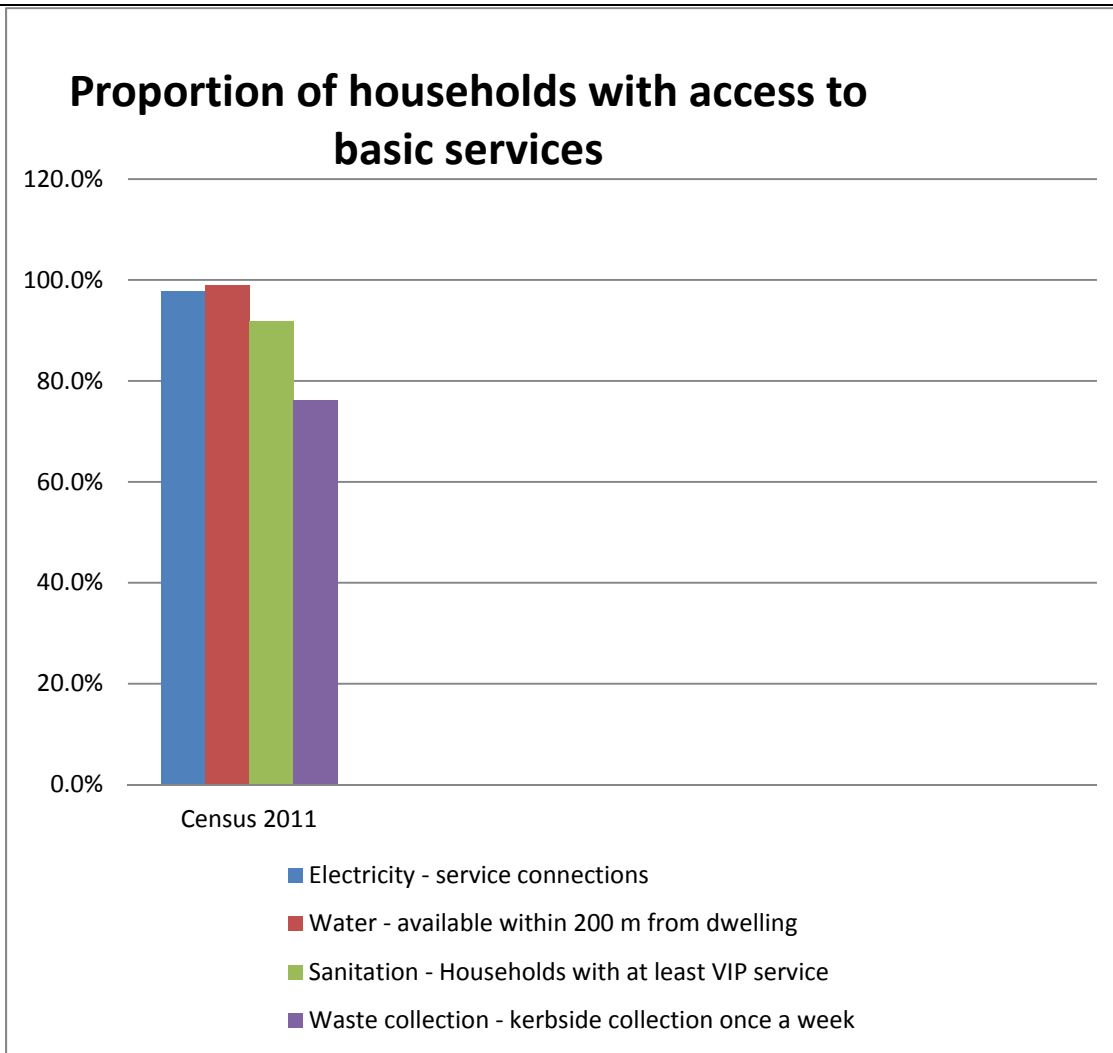
Basic Services were delivered to a total of 18448 households as at 30 June 2012, which were delivered as follows:

- Water – 18 448 households
- Electricity – 14 248 households
- Sanitation – 17 337 households
- Refuse removal– 18 346 households

Out of these 18448 households, free basic services were delivered to a total of 4897 indigent household, made up as follows:

- Electricity – 50kWh free to a total of 4 626 households
- Water – 10kl free to 4 888 households
- Sanitation - 4 709 households
- Refuse removal – 4 897 households

Chapter 1



1.4. FINANCIAL HEALTH OVERVIEW

FINANCIAL OVERVIEW

The municipality is currently still in a healthy financial position but good financial management practices and the effect of cost pressures on financial resources requires a continuous evaluation of the financial position of the municipality. These cost pressures include the maintenance of the ageing infrastructure, as well as items beyond the control of the municipality, such as the effect of the Eskom increases (11.03%) and the increase of the purchase price of water (10.14%) as well as the collective agreements on employee related costs (6.84%), contribution to post employee health benefits which was budgeted for R2 374 979 and eventually amounted to R10 956 679 due to the increased life expectancy of fund beneficiaries according to actuarial calculation.

Total revenue for the year amounts to R409.6m while operating expenditure amounts to R411.3m, with the deficit being R1.6m. As mentioned in the Municipal Manager's overview above, the municipality's infrastructure is valued on a deemed cost basis which is significantly higher than original cost. This has an effect of depreciation charges which are much higher than the average or higher than those municipalities which valued the infrastructure on a cost basis. The deficit of R1.6m is therefore not a good reflection of the actual financial performance.

The Municipal Finance Management Act 2004, together with the implementation of Generally Recognised Accounting Practices (GRAP) in local government, shifted the focus from the traditional "short-term balanced Income and Expenditure budgets" to sustainability over at least the medium term with emphasis on cash-funding. The municipality closed the financial year with lesser cash than the previous financial year and must put controls in place to ensure that cash recourses do not deplete. The demand for infrastructure investment, and especially the replacement of ageing

infrastructure, requires a significant amount of cash, and the municipality identified the preservation of its cash resources while also attending to the investment requirements, as a critical strategic area to be addressed in each future budget.

The population growth in the municipal area is amongst the highest in the Western Cape, standing on 113 000 according to the 2011 census. Naturally that requires additional capital infrastructure, as well as an increased demand for services. In terms of the Constitution, local government is entitled to its fair share of revenue raised nationally. This is being distributed in the form of an Equitable Share to all municipalities.

The municipality, with financial assistance from the Provincial Treasury, embarked on an exercise to determine financial benchmarks and standards for local government which will take effect during the LGMTEC 3 engagements in April 2014, the objective being to assist municipalities to measure itself against set benchmarks and against its peers, in order to continuously improve and to ensure financial viability. Below is a summary of the key benchmarks and the municipality's results for the financial year.

Viability Information	Average for Western Cape	Indicative Benchmark	2012/2013 Results for Swartland Municipality	2011/2012 Results for Swartland Municipality
Asset Test Ratio	152%	200%+	400%	443%
Payment Level (Excluding write-off of bad debts)	93%	>95%	116%	96.64%
Cash Generated from Operations	19%	>20%	22.3%	19%
Purchase of PPE as % of Cash Generated	85%	<100%	104.73 %	119%
Cost Coverage (months)	1.86	>4	7.9	8.4
Debtors Turnover (days) (Before impairment)	142.37	<75.00	77.7	60.34
Long-term debt as % of Revenue	24%	<40%	38.10%	42%
Debt servicing cost to Revenue	4%	<15%	2.3%	5.5%
Short-term debt as % of Cash	266%	<50%	30.6%	27%
Cash Funded Budget over MTREF	100%	100%	100%	100%
Total indicative scoring	64.75%	60%	98%	81%

From the above it is clear that the municipality equals or exceeds the benchmarks in nearly all areas and is on the right track in managing its financial resources, with the only real concern the amount of Property, Plant and Equipment purchased which exceeds the amount of cash generated by operations and will force the management team to cut back on only the most important core service delivery infrastructure. Some areas, however, indicate a decline against the previous year and will be continuously monitored and strategies developed to ensure acceptable levels.

Financial Overview - 2012/2013			
Details	Original budget	Adjustment Budget	Actual
Income	413 711 316	423 271 862	421 177 778
Grants	R54 181 000	R63 741 546	R64 953 289
Taxes, Levies and tariffs	R317 007 376	R317 007 376	R314 944 920
Other	R42 522 940	R42 522 940	R41 261 775
Sub Total	413 711 316	423 271 862	421 159 985
Less Expenditure	439 237 837	422 030 706	422 859 359
Net Total*	-25 526 521	-18 758 844	-1 699 374
* Note: surplus/(deficit)			T1.4.2

Operating Ratios	
Detail	%
Employee Cost	32.13%
Repairs & Maintenance	3.81%
Finance Charges & Depreciation	19.81%
T1.4.3	

Chapter 1

COMMENT ON OPERATING RATIOS

Total expenditure is 5.5% under budget, mainly as a result of reduced finance charges due to capitalisation of borrowing costs to the Malmesbury Waste water treatment works also a reduce in contribution to debt impairment, a decrease in repairs and maintenance cost, interest paid and bulk purchases. Revenue is 1.18% below the budget, mainly as a result of reduced interest on investments and sale of land.

Employee costs represent 32.13% of total operating expenditure, which is in line with expected norms set by the National Treasury. However, due to different accounting policies being applied such as the valuation of infrastructure as well as differences in service delivery mechanisms, most notably the percentage allocation of electricity provision between municipalities and Eskom, the expected norm is not considered a good indicator. Should depreciation and bulk purchases for electricity be excluded from expenses, the employee cost as a percentage of operating expenditure is 59.93%, which are about 13% higher than the benchmark. Considering the relatively high level of services being provided as well as services such as policing which are not being provided by other municipalities, this percentage is considered acceptable.

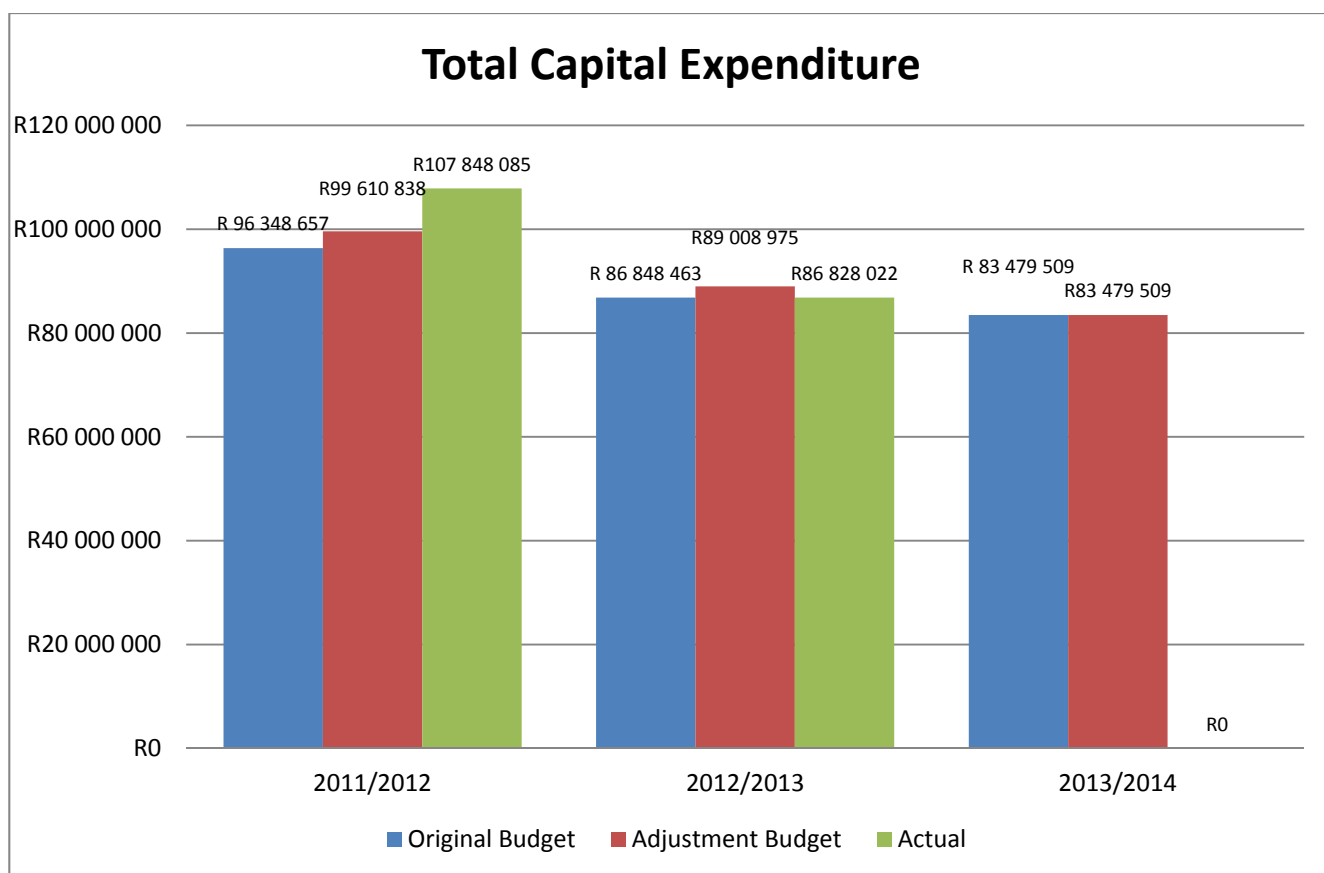
Repairs and Maintenance costs represents 3.81% of total operating expenditure. This is well below National Treasury's expected norm of 20%, however there is a totally different approach to cost allocations between the National Treasury's methods and the municipality's methods. Should depreciation and bulk purchases for electricity be excluded from expenses, the repairs and maintenance as a percentage of operating expenditure is 7.10% which, although lower than the average in the Western Cape, is still considered insufficient and well below a target of 11%. The increased spending on new infrastructure, mostly funded from grants, as well as the age of the existing infrastructure requires significant spending on repairs and maintenance, but a lack of funding puts a damper to this requirement. The municipality is looking at strategies to ensure proper maintenance of all municipal assets.

Depreciation charges are well above the average as a result of the deemed cost approach as described in the financial overview above. Various discussions were held in this regard and it was decided to stay on the current method of calculating for only that portion that is affordable by the community to contribute to the CRRF in cash.

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. It also improves understandability for councillors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category;
- Clear separation of capital and operating receipts from government, which also enables cash from "Ratepayers and other" to be provide for as cash inflow based on actual performance. In other words the actual collection rate of billed revenue., and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long term borrowing (debt).

Swartland's risk factor is 7.9 against a benchmark of four months, keeping in mind the exclusion of bulk water purchases and only Equitable Share that gets recognised as grants received.



T1.4.5

COMMENT ON CAPITAL EXPENDITURE

Expenditure on capital exceeded the budget by 8.27%. This is mainly as a result of interest on the loan raised being capitalised (R5.8m) as well as expenditure incurred to complete the Chatsworth Housing Project (R2.5m), which were budgeted for but not completed in the prior financial year.

1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

ORGANISATIONAL DEVELOPMENT PERFORMANCE

Swartland Municipality aims to ensure service delivery of the best possible quality for all the inhabitants of the Municipality. To achieve this, a prime goal of the Municipality's Human Resource Strategy is: **To create a flexible organisation that enables optimal performance by developing and retaining a properly skilled and representative workforce.** Swartland Municipality considers its human resources as one of its most critical assets.

Chapter 1

1.6. AUDITOR GENERAL REPORT

REPORT OF THE AUDITOR-GENERAL TO THE WESTERN CAPE PROVINCIAL PARLIAMENT AND THE COUNCIL ON THE SWARTLAND MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the financial statements of the Swartland Municipality set out on pages 3 to 93 and 99 to 101, which comprise the statement of financial position as at 30 June 2013, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2012 (Act No. 5 of 2012) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Swartland Municipality as at 30 June 2013 and its financial performance and cash flows for the year then ended in accordance with SA Standards of GRAP and the requirements of the MFMA and DoRA.

Additional matters

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Material inconsistencies in other information included in the annual report

8. The supplementary information set out on pages 94 to 98 and 102 to 103 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

9. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

10. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages 21 to 144 of the annual report.
11. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability.
12. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury's annual reporting principles and whether the reported performance is consistent with the planned development objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury's *Framework for managing programme performance information*.
13. The reliability of the information in respect of the selected development objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).
14. There were no material findings on the annual performance report concerning the usefulness and reliability of the information.

Additional matters

15. Although no material findings concerning the usefulness and reliability of the performance information were identified in the annual performance report, I draw attention to the following matters

Achievement of planned targets

16. Of the total number of 154 targets planned for the year, 55 targets were not achieved during the year under review. This represents 36% of the total planned targets that were not achieved during the year under review. This was as result of the municipality not considering relevant systems and evidential requirements during the annual strategic planning process.

Material adjustments to the annual performance report

17. Material misstatements in the annual performance report were identified during the audit, all of which were corrected by management.

Compliance with laws and regulations

18. I performed procedures to obtain evidence that the entity had complied with applicable laws and regulations regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key applicable laws and regulations as set out in the general notice issued in terms of the PAA.

Internal control

19. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. I did not identify any deficiencies in internal control that I considered sufficiently significant for inclusion in this report.

OTHER REPORTS

Investigations

20. An investigation is being conducted into the reasons why certain traffic fines had been withdrawn. Payments have been withheld from the service provider for the collection of traffic fines until the investigation has been completed. The investigation was still ongoing at the reporting date.

Auditor-General

Cape Town

29 November 2013



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Chapter 1

1.7. STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year’s Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Submit draft year 1 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
8	Mayor tables the unaudited Annual Report	
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	
12	Municipalities receive and start to address the Auditor General’s comments	November
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General’s Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Oversight report	December
17	Oversight report is made public	
18	Oversight report is submitted to relevant provincial councils	
19	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	January
T1.7.1		

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

Governance is seen by Swartland Municipality as the exercise of economic, political and administrative authority to manage the municipality's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences.

To ensure good governance, which is – among other things – participatory, transparent and accountable – the Municipality views the four components dealt with in this Chapter as interrelated and mutually reinforcing.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

Section 151(3) of the Constitution states that the council of a municipality has the right to govern, on its own initiative, the local government affairs of the local community.

Political governance is the process of decision-making to formulate policy, whereas administrative governance is the system of policy implementation.

Swartland Municipality strives towards achieving the following characteristics of efficient government in both the above legs of governance: •Participation; •Rule of law; •Transparency; •Responsiveness; •Consensus orientation; •Equity; •Effectiveness and efficiency; •Accountability; and •Strategic vision.

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

Swartland Municipality has a mayoral executive system combined with a ward participatory system, whereby executive leadership vests in the executive mayor who is assisted by a mayoral committee. In terms of delegation, all legislative powers vest in the executive mayor, except for those listed by law for exclusive decision-making by the full council.

Recommendations on their respective portfolios are made for consideration to the executive mayor by three committees, appointed in terms of section 79 of the Structures Act, 1998, i.e. committees dealing with matters relating to (1) Administration and Finance, (2) Technical (Civil and Electrical) Services and (3) Development and Protection Services. Ward committees for each of the ten wards within the municipal area (prior to the May 2011 elections) contribute by advising the municipality on matters affecting the respective wards.

The Audit Committee provides opinions and recommendations on the overall control environment, financial processes and performance to Council, and also provides comments to the Municipal Public Accounts Committee (MPAC) on the Annual Report.

Swartland Municipality has established a Municipal Public Accounts Committee (MPAC) as an oversight committee, comprised of non-executive councillors, with the specific purpose of providing the Council with comments and recommendations on the Annual Report. The Municipal Public Accounts Committee's (MPAC) report will be published separately in accordance with MFMA guidance.

Chapter 2

POLITICAL STRUCTURE



MAYOR
Ald T van Essen



DEPUTY MAYOR
Ald MSI Goliath



SPEAKER
Ald NJA Rust



CHIEF WHIP
Cllr BW Geel

MAYORAL COMMITTEE



Cllr CHH Hunsinger



Cllr AC Sedeman



Cllr M van Zyl



Cllr W Wilskut

COUNCILLORS

The Municipal Council of the Municipality has twenty three councillors, as determined by the Provincial Minister, of which twelve are ward councillors and eleven are proportionally elected councillors. Refer to Appendix A where a full list of councillors can be found. Also refer to Appendix B which sets out committees and committee purposes.

POLITICAL DECISION-TAKING

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined. The section below is based on the Section 53 role clarification that was approved at the council meeting of May 2011.

(a) Municipal Council

- governs by making and administering laws, raising taxes and taking decisions that affect people's rights;
- is a tax authority that may raise property taxes and service levies;
- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual councillors or officials;
- can delegate responsibilities and duties for the purposes of fast and effective decision making;
- must strive towards the constitutional objects of local government;
- must consult the community with respect to local government matters; and
- is the only decision maker on non-delegated matters such as the approval of the IDP and budget.

(b) Executive Mayor

- is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee;
- is the social and ceremonial head of the Municipality;
- must identify the needs of the Municipality and must evaluate progress against key performance indicators;
- is the defender of the public's right to be heard;
- has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and
- performs the duties and exercise the responsibilities that were delegated to him by the council.

(c) Mayoral Committee

- its members are elected by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee;
- its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee;
- its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an "extension of the office of Executive Mayor"; and
- the committee has no powers of its own – decision making remains that of the Executive Mayor.

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

By law, the Municipal Manager automatically is the head of administration as well as the accounting officer. The Municipal Manager has extensive statutory and delegated powers and duties, as well as powers and duties that can be inferred from such statutory and delegated powers and duties.

The Municipal Manager is, amongst others, responsible –

- for the formation and development of an economical, effective, efficient and accountable administration;
- to ensure that the municipal "machine" operates efficiently, that the organizational structure is able to perform the various tasks and exercise the necessary controls;
- to fulfil a leadership role in the administration; this is of utmost importance to influence the actions of staff and to inspire and persuade them to work together to realize the municipality's goals;
- for the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan;
- for the financial responsibilities as accounting officer as determined by the MFMA.

The Municipal Manager is the chief adviser of the municipality and must advise the political structures and political office-bearers of the municipality. The Municipal Manager must see to the carrying out of the decisions of the political structures and political office-bearers of the municipality.

The Municipal Manager must facilitate participation by the local community in the affairs of the municipality and must also develop and maintain a system whereby community satisfaction with municipal services is assessed.

The Swartland Municipality adopted an "outcomes" approach to ensure that the management of the Municipality is pursuing the effective, efficient and economical functioning of the organisation. Outcomes are the quality and/or impact

Chapter 2

of the outputs on achieving the overall objective. It shows the broader consequences of programmes and projects. Eight strategic outcomes were identified, namely –

- a financially sustainable municipality with well-maintained assets;
- satisfied, involved and well informed clients;
- an effective, efficient, motivated and appropriately skilled workforce;
- access to affordable and reliable municipal infrastructure;
- sustainable development of the municipal area
- a lean, integrated, stable and corruption free organisation;
- increased community and employee safety and security;
- local economic development that is conducive to job creation and an improved quality of life.

The IDP Annual Plan for 2011/2012 has clearly defined strategic objectives, key performance indicators and annual targets. These are clearly linked with the annual budget and the Municipality's performance system. These linkages made it possible for the management team to work towards achieving the objectives and outcomes of the Municipality.

The Municipal Manager of a municipality is the accounting officer of the municipality and must provide guidance to political structures; political office bearers, and officials of the municipality.

TOP ADMINISTRATIVE STRUCTURE

TIER 1



MUNICIPAL MANAGER

Mr JJ Scholtz

TIER 2

DIRECTORS



DIRECTOR: FINANCIAL SERVICES

Mr KC Cooper



DIRECTOR: CORPORATE SERVICES

Ms MS Terblanche



DIRECTOR: CIVIL ENGINEERING SERVICES

Mr AJ Botha



DIRECTOR: ELECTRICAL ENGINEERING SERVICES

Mr R du Toit



Director: DEVELOPMENT SERVICES

Mr JT Steenkamp



DIRECTOR: PROTECTION SERVICES

Mr PAC Humphreys

COMPONENT B: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.3 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

Public participation in Swartland is done in a **structured** way. The directive from national government on how community participation should be structured is the ward committee system. Most of the liaison with communities is done through ward committee meetings.

Although ward committees provide for representation of communities on a geographical basis, there are also a number of sector interests not covered by ward committees that play a major role within the municipal area, such as education, business and agriculture. Liaison with and involvement of such sector groups is therefore also crucial in order to get a full picture of the current reality in our area. Liaison with sector groups is done mainly through the Swartland Municipal Advisory Forum (SMAF).

The Municipality also communicates through a well-structured website www.swartland.gov.za.

WARD COMMITTEES

Section 152(1)(e) of the Constitution of the Republic of South Africa, read with sections 72 to 78 of the Structures Act, gives a direct mandate to municipalities to encourage the involvement of communities and community organisations in matters of local government and to establish community participatory systems.

Sections 8 (g and h), 9(f) and 72 of the Structures Act, authorise municipalities to establish ward participatory systems as mechanisms to enhance participatory democracy in local government.

A ward committee is an advisory body of the community. A ward committee serves as the official public participatory structure of the Municipality and must as such –

- (a) assist the ward councillor in identifying challenges and needs of residents;
- (b) disseminate information in the ward concerning municipal affairs such as the budget, the integrated development plan (IDP) and service delivery options;
- (c) obtain inputs from residents regarding municipal affairs such as the budget, the integrated development planning and service delivery options;
- (d) receive queries and complaints from residents concerning municipal service delivery; and
- (e) interact with other forums and organisations on matters affecting the ward.

It was important to establish a ward committee for each of the 12 wards as soon as possible after the May 2011 elections. Thereafter much time was spent on induction, specifically on the Rules and Procedures for ward committees, the IDP and budget process. Ward committee members had the opportunity to participate in the development of Area Plans for each ward, containing, amongst others, the five most important service delivery priorities for each ward.

2.4 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes
* Section 26 Municipal Systems Act 2000	T2.5.1

Chapter 2

COMPONENT C: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

The King-report listed discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as the seven primary characteristics of good governance. These traits have to be evident in municipal operations from the municipal council at the top to departmental staff at the bottom.

Corporate governance is the system by which municipalities/companies are directed and controlled and is essentially for effective leadership. Leaders need to define strategy, provide direction and establish the ethics and values that will influence and guide practices and behaviour with regard to sustainability performance. The framework of rules and practices ensures accountability, fairness, and transparency in a municipality's relationship with its stakeholders (financiers, customers, suppliers, management, employees, government, and the community).

2.5 RISK MANAGEMENT

RISK MANAGEMENT

Risk Management is one of management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic and formalised process to identify, assess, manage, monitor, report and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Swartland Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

A Risk Assessment is quarterly conducted by Risk Management Shared Services; through facilitating the process of identifying and assessing risk per Directorate to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas.

To mitigate the risks it is confronted with, Management implements control activities by establishing policies and appropriate procedures such as approvals, authorisations, segregation of duties, reconciliations and physical safeguards.

In addition, the Risk Management Shared Services reports quarterly to the Audit Committee on work performed and other operating measures that are of interest to the Audit Committee.

The following top five risks of the municipality have been identified for which management action plans are indicated in the IDP:

- Insufficient revenue to meet the demand for services
- Expensive and unaffordable services
- Ageing and poorly maintained infrastructure which can result in a collapse in services
- Lack of appropriately skilled and productive staff
- Unsafe and unhealthy working environment.

2.6 ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI-CORRUPTION STRATEGY

Swartland Municipality subscribes to the principles of good corporate governance, which requires the conducting of business in an honest and transparent fashion. Consequently Swartland Municipality is committed to fight fraudulent behaviour at all levels within the organisation.

The Strategy is premised on the organisations core ethical values driving the business of Swartland, the development of its systems, policies and procedures, interactions with ratepayers, the public and other stakeholders, and even decision-making by individual managers representing the organisation. This means that in practice all departments and business units of Swartland and even external stakeholders must be guided by the Strategy as the point of reference for their conduct in relation to Swartland.

The policy of Swartland is zero tolerance to fraud and corruption. In addition, all fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls. These prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the systems, policies and procedures of Swartland.

It is the responsibility of all employees to immediately report all allegations or incidents of fraud and corruption to their immediate manager. All managers are responsible for the detection, prevention and investigation of fraud and corruption and must report all incidents and allegations of fraud and corruption to the Municipal Manager. The Municipal Manager will initiate an investigation into the matter. Should employees or any member of the public wish to report allegations of fraud and corruption anonymously, they can contact the Municipal Manager and/ or the Internal Audit Department directly or the Public Service Corruption Hotline on 0800 701 701.

Any fraud and corruption committed by an employee or any other person will be pursued by thorough investigation and to the full extent of the law, including (where appropriate) consideration of:

- In case of employees, taking disciplinary action within a reasonable period of time after the incident;
- instituting civil action to recover losses;
- initiating criminal prosecution by reporting the matter to the SAPS or any other relevant law enforcement agency; and
- any other appropriate and legal remedy available.

Managers are required to ensure that losses or damages suffered by Swartland as a result of all reported acts committed or omitted by an employee, ratepayer or any other person are recovered from such an employee, ratepayer or other person if he or she is found to be liable for such losses.

Fraudulent and corruption awareness are done annually by means of newsletters, information notices with pay sheets and presentations by guest/ specialist speakers. Policies, processes and systems are implemented by which the Municipality is directed, controlled and held to account with the trend towards greater corporate responsibility and the conduct of business within acceptable ethical standards. Transparency, accountability and openness are embedded in reporting and disclosure of information, both operational and financial to all stakeholders. Councillors' and Employees' work are governed by the municipality's rules, regulations and procedures and the Codes of Conduct for employees and Councillors to which they are expected to abide by, which includes guidelines on gifts, professional and personal behaviour and conflicts of interest. Segregation of duties exists within the procurement function and politicians are excluded from procurement and tender processes.

An Internal Audit Unit exists within Swartland under the control and direction of an Audit Committee. A risks base audit approach is followed and a plan compiled whereby audits are planned and executed. Furthermore, the internal audit report on matters relating to:

- Safeguarding of assets
- Internal Control
- Accounting procedures and practices
- Risk and risk management
- Loss control
- Compliance with applicable legislation
- Performance Management

An Audit Committee has been established and is functional. The overall responsibility of the Audit Committee is to assist Council members of Swartland Municipality in discharging their responsibilities relating to the safeguarding of assets, the operation of adequate and effective systems and control processes, the preparation of fairly presented financial statements in compliance with all applicable legal and regulatory requirements and accounting standards, and the oversight of the external and internal audit appointments and functions. The Audit Committee is an independent function that excludes politicians and excludes officials as voting members. Swartland Municipality's Audit Committee recommendations for year 2012/2013 are set out in **Appendix G**.

2.7 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

The Supply Chain Policy of Swartland Municipality complies with the prescribed framework as set out in section 110-119 of the Municipal Finance Management Act, 2003. No shortfalls were identified regarding long term contracts.

Chapter 2

2.8 BY-LAWS

By-laws Introduced during 2012/2013					
Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
None	None	N/A	N/A	N/A	N/A

T2.9.1

COMMENT ON BY-LAWS:

By-laws are passed by the Council to regulate the affairs and the services it provides within its area of jurisdiction. A municipality derives the powers to pass a by-law from the Constitution of the Republic of South Africa, which gives certain specified powers and competencies to local government as set out in Part B of Schedule 4 and Part B of Schedule 5 to the Constitution.

2.9 WEBSITES

Municipal Website : Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	
All current budget-related policies	Yes	
The previous annual report (2011/2012)	Yes	
The annual report (2012/2013) published/to be published	-	-
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2012/2013) and resulting scorecards	Yes	
All service delivery agreements (2012/2013)	Yes	
All long-term borrowing contracts (2012/2013)	Yes	
All supply chain management contracts above a prescribed value (R100 000) for 2012/2013	Yes	various dates during year
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2012/2013	n/a	n/a : not prescribed by legislation
Contracts agreed in 2012/2013 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	n/a	n/a
Public-private partnership agreements referred to in section 120 made in 2012/2013	n/a	n/a
All quarterly reports tabled in the council in terms of section 52 (d) during 2012/2013	Yes	-

2.10 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFACTION LEVELS

Satisfaction Survey undertaken during 2011				
Subject matter of survey	Survey method	Survey date	No of people included in survey	Survey results (score out of 5)*
Overall satisfaction with:				
(a) Municipality	Telephonic interviews	Nov 2011	348	4
(b) Municipal Service Delivery	Telephonic interviews	Nov 2011	348	3.9
(c) Mayor	Telephonic interviews	Nov 2011	348	Not rated
Satisfaction with:				
(a) Refuse Collection	Telephonic interviews	Nov 2011	348	4.1
(b) Road Maintenance	Telephonic interviews	Nov 2011	348	3.4
(c) Electricity Supply	Telephonic interviews	Nov 2011	348	4.1
(d) Water Supply	Telephonic interviews	Nov 2011	348	4.1
(e) Information supplied by municipality to the public	Telephonic interviews	Nov 2011	348	3.9
(f) Opportunities for consultation on municipal affairs	Telephonic interviews	Nov 2011	348	Not rated
<i>*5= Excellent, 4 = Good, 3 = Average, 2 = Poor, 1 = Very poor</i>				T2.11.2

COMMENT ON SATISFACTION LEVELS:

The Municipality has a highly effective performance management system implemented at top and middle management levels. Service delivery and client service are monitored on a monthly basis and evaluated formally on a quarterly basis. Monthly and quarterly reports are submitted to Council Committees.

Chapter 3

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE

COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

3.1. WATER PROVISION

INTRODUCTION TO WATER PROVISION

Swartland Municipality is the Water Services Authority for its service area. Water is abstracted from two bulk sources, i.e. Voëlvlei Dam and the Misverstand Dam. The West Coast District Municipality provides bulk water as well as water purification and treatment services to Swartland Municipality through the Withoogte and Swartland bulk supply schemes. The West Coast DM was also appointed by Swartland Municipality as a Water Services Provider in terms of the Water Services Act.

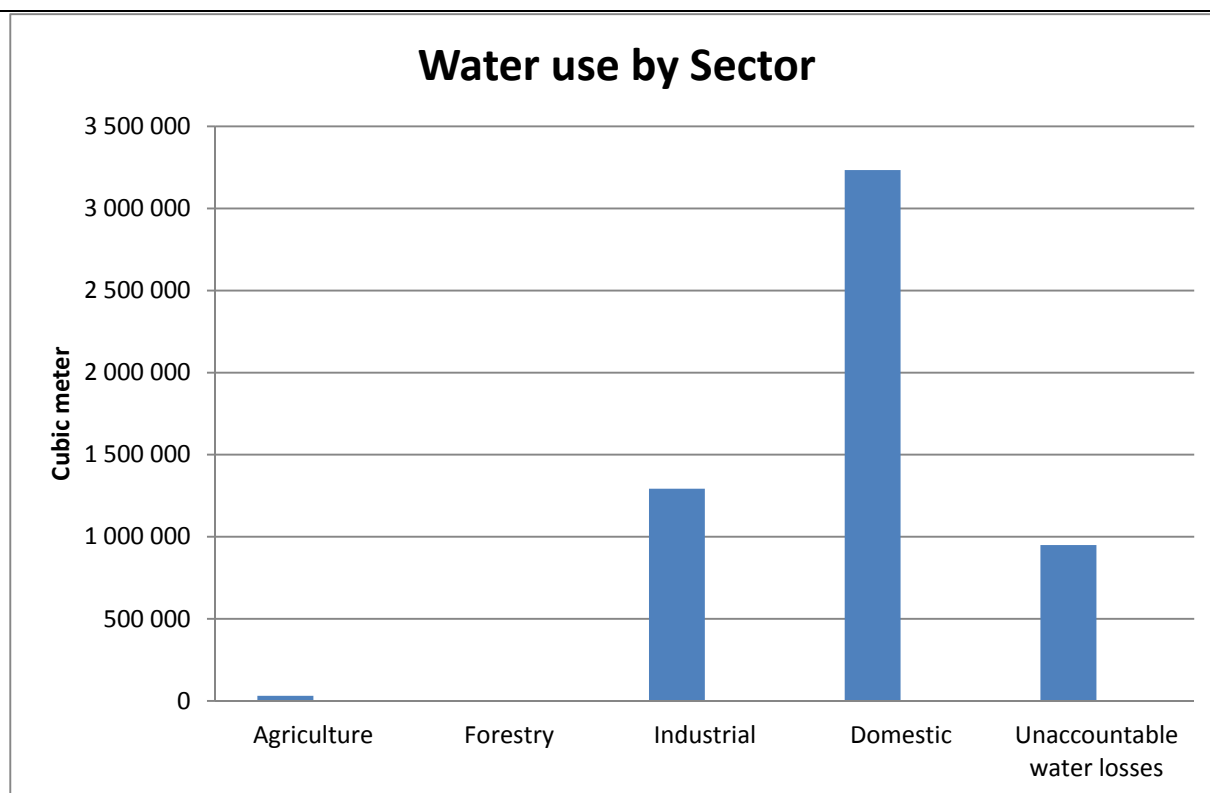
All residents in urban areas in the service area of Swartland Municipality have access to water services and free basic water is provided to all.

Swartland Municipality managed to achieve Blue Drop Status for both the Withoogte and Swartland water supply schemes with a score of 95,24. Swartland is positioned 22nd on the 2012 National Blue Drop Performance Log. However, the Municipality notes that it will be challenging to retain the Blue Drop status as further refinement is still required in terms of water safety planning and risk based management.

Ageing infrastructure remains one of the key focus areas for the Municipality. In order to ensure that water infrastructure will be able to ensure continuous service provision in future, the Municipality implemented a pipe replacement programme. This project was also registered with the Municipal Infrastructure Grant and future allocations will be made towards this project.

A further priority is to ensure that adequate services are available to enable future development. For this purpose master planning for water provision is kept up to date. Sourcing the required capital for extensions to water services infrastructure remains a challenge.

Total Use of Water by Sector (cubic meters)					
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
2012/2013	30 740	0	1 293 028	3 234 158	949 451
T3.1.2					



COMMENT ON WATER USE BY SECTOR:

Water demand has remained fairly constant over the past three years. Future increase in demand may be partially mitigated by implementing water conservation and demand management measures.

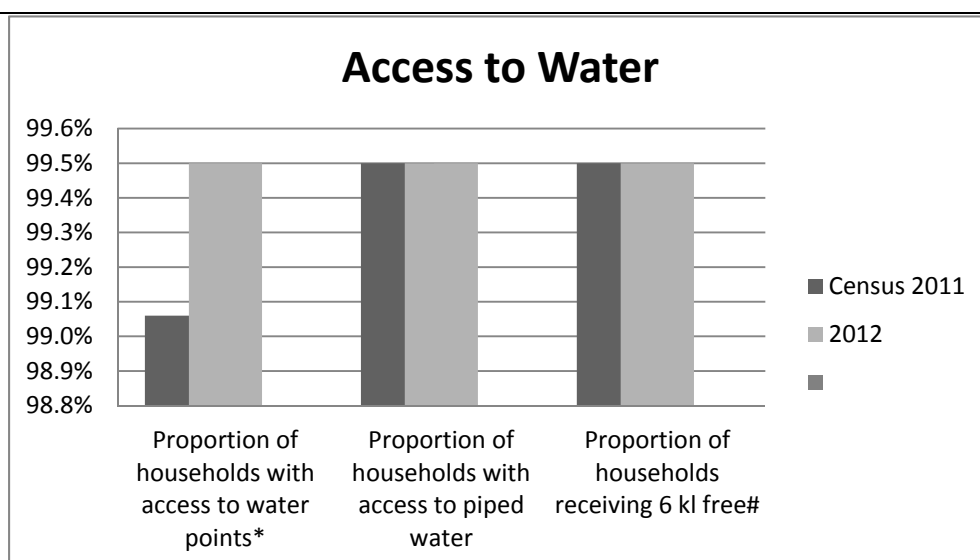
Water Service Delivery Levels		
Households		
Description	Census 2011	2012
	Actual No.	Actual No.
<u>Water: (above min level)</u>		
Piped water inside dwelling	23 626	17 112
Piped water inside yard (but not in dwelling)	4 957	5 531
Using public tap (within 200m from dwelling)	468	94
Other water supply (within 200m)	0	0
<i>Minimum Service Level and Above sub-total</i>	29 051	22 737
<i>Minimum Service Level and Above Percentage</i>	99%	100%
<u>Water: (below min level)</u>		
Using public tap (more than 200m from dwelling)	127	0
Other water supply (more than 200m from dwelling)	0	0
No water supply	148	0
<i>Below Minimum Service Level sub-total</i>	275	0
<i>Below Minimum Service Level Percentage</i>	1%	
Total number of households	29 326	22 737
T3.1.3		

NOTE: 2012 Actual applicable only to urban area

Chapter 3

Households - Water Service Delivery Levels below the minimum service level		
Description	Census 2011	2012
	Actual No.	Actual No.
Formal Settlements		
Total households	26 962	18 492
Households below minimum service level	244	
Proportion of households below minimum service level	0.9%	0.0%
Informal Settlements		
Total households	2 362	
Households below minimum service level	30	
Proportion of households below minimum service level	1.3%	
T3.1.4		

NOTE: 2012 Actual applicable only to urban area



* Means access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute

6,000 litres of potable water supplied per formal connection per month

Chapter 3

Water Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
4.1.1 Ensure access to municipal services (water)	% proclaimed erven with access to municipal services (water)				Maintain 100%	100%	3.0	-
4.1.1 Ensure up to date master planning with respect to water	Master plans for water up to date?				Yes	No	1.0	Yes - subject to budget
4.1.1 Continuously monitor infrastructure capacity	Average capacity (%) as measured by individual indicators in PMS				Maintain 100%	100%	3.0	-
	% of new applications for development on existing erven that can be accommodated				100%	100%	3.0	100%
4.1.1 If infrastructure capacity not sufficient, plan and budget to rectify capacity in line with relevant master plan(s)	Project(s) to increase capacity identified and cost estimates submitted for budget purposes				Yes	Yes	3.0	Yes
4.2.1 Maintain water losses at an acceptable level	% total water losses				Maintain below 16%	12.9% average	3.0	Maintain below 16%
4.3.2 Install new bulk water meters	Meters installed and operational				By April 2013	100%	3.0	-
Indicators from IDP (from 2010/11)								
Ensure that all households have access to water within 200m in the area (General KPI)	% of urban households with access within 200 meters	100%	100%	3	100%	100%	3.0	100%
Ensure continuous and available water supply	% of new water connections completed within 10 working days	100%	100%	3	100%	100%	3.0	100%
	Number of burst water mains not repaired within 10 hours after the incident has been reported	4 pm maximum	2.33 pm average	3	4 pm maximum	2.25 pm average	3.0	1 pm maximum

Chapter 3

Water Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Number of interruptions in continuous service to consumers, where interruptions for a single incident was greater than 48 hrs (KPI17)DWAF)	0 maximum	0	3	0 maximum	0	3.0	0 maximum
Ensure safety of water supply	% of samples compliant with the microbiological requirements of the SANS 248	95.0%	99.6%	3	95.0%	99.8% average	3.2	-
	Number of failures i.r.o. SANS 248	-	-	-	-	-	-	4 per quarter maximum
Ensure effective operation and maintenance of water supply network	Storage capacity of reservoirs (hours)	36 hrs	36 hrs	3	36 hrs	36 hrs	3.0	-
	% of unaccounted for water	18% maximum	16% average	3	18% maximum	12.6% average	3.0	16% maximum
Ensure client orientated water provision	Number of legitimate written complaints i.r.o. water received	4pm maximum	1 for the year	3	4pm maximum	0	3.0	-
	% of written correspondence i.r.o. water attended to within 10 working days	100%	100%	3	100%	100%	3.0	-

Employees: Water Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	25	25	23	2	8%
4 - 6	5	5	5	0	0%
7 - 9	6	6	6	0	0%
10 - 12	5	5	5	0	0%
13 - 15	3	3	3	0	0%
16 - 18	1	1	1	0	0%
19 - 20	0	0	0	0	-
Total	45	45	43	2	4%

T3.1.7

Financial Performance: Water Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R33 761 285	R36 735 285	R36 735 285	R37 287 493	1%
Expenditure:					
Employees	R7 727 434	R7 991 798	R8 112 857	R8 701 445	8%
Repairs and Maintenance	R861 487	R1 100 560	R1 091 560	R887 816	-24%
Other	R30 496 756	R35 558 575	R35 816 389	R32 529 317	-9%
Total Operational Expenditure	R39 085 677	R44 650 933	R45 020 806	R42 118 578	-6%
Net Operational Expenditure	R5 324 392	R7 915 648	R8 285 521	R4 831 085	-64%

T3.1.8

Capital Expenditure: Water Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R8 013 000	R10 050 510	R9 181 800	13%	
Water reservoir Koringberg 0.25M	R100 000	R100 000	R100 000	0%	R100 000
Water: Panorama pump Station	R450 000	R450 000	R356 840	-26%	R450 000
Water : Reservoir Riebeeck Wes :Replacement of 2 old Reservoir.	R1 500 000	R3 537 510	R3 278 901	54%	R3 737 510
Water: Secondary Chlorination	R100 000	R100 000	R84 572	-18%	R1 000
Water: Chatsworth New reservoir	R200 000	R200 000	R179 451	-11%	R2 000
Water: Replacement water reticulation network	R2 000 000	R2 000 000	R2 004 688	0%	R4 100 000
Water: Conservation and Demand Management	R3 500 000	R3 500 000	R3 019 830	-16%	R3 070 175
Equipment : Water	R163 000	R163 000	R157 519	-3%	R163 000

T3.1.9

Chapter 3

COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

The IDP has seven strategic outcomes and the provision of water services is aligned to the following four outcomes:

- Outcome 1: A financially sustainable municipality with well-maintained assets;
- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previously neglected areas).

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the minimisation of distribution losses, the increase on maintenance spending and the implementation of water conservation and demand management measures.

There are two capital projects and both are for the upgrading of existing reservoirs and pump stations. These reservoirs and pump stations became obsolete and leak repairs are frequently required. The new reservoirs and pump station will also have an increased storage capacity in order to supply in future demand. The upgrading of the reservoir project is a multi-year project with the planning, design and authorisation processes completed in year 1 and the construction phase scheduled for the 2012-2013 financial year. The upgrading of the pump station project was implemented in year 1. Both projects were implemented according to the service delivery and budget implementation plan.

3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

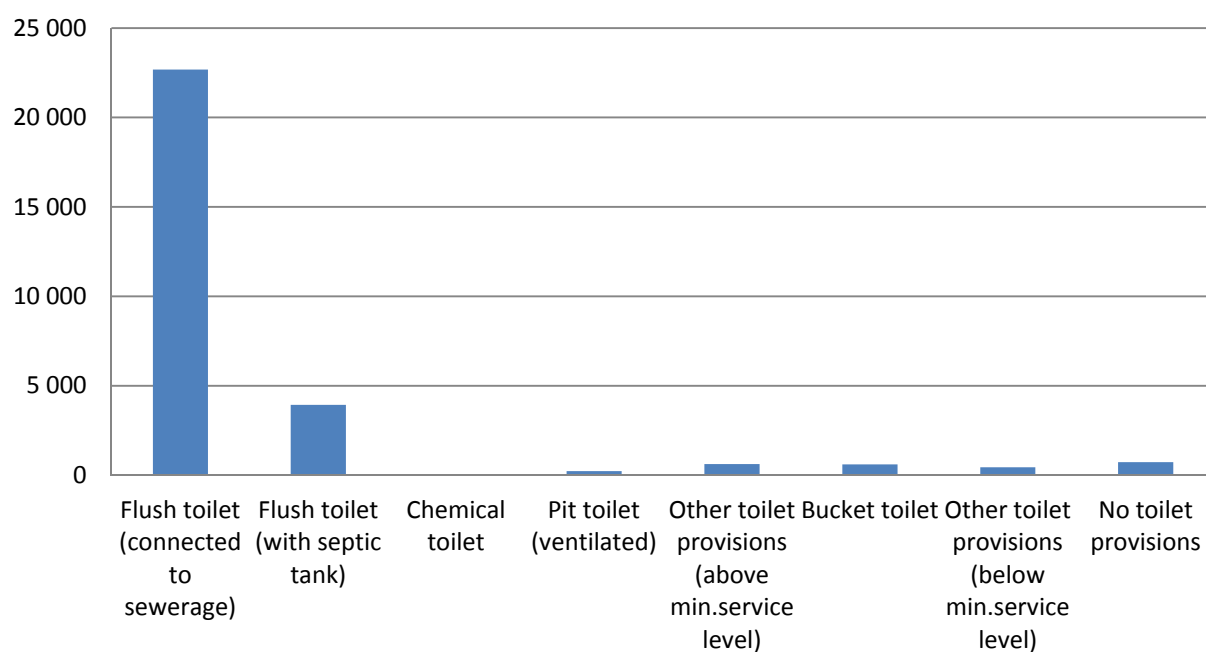
Swartland Municipality operates four activated sludge waste water treatment works and five oxidation pond systems. Sewer is conveyed to the treatment works and oxidation pond systems either by a water borne collector system or a vacuum tanker service.

Sewer services are available throughout the whole service area of Swartland Municipality and free basic sewer services are provided to registered indigent households.

Ensuring that sufficient treatment capacity is available for present and future demand is a key focus area for the municipality. A major project is underway for extension of the Malmesbury waste water treatment works. Further upgrading projects include the Darling, Moorreesburg, Riebeek Valley, Chatsworth and Koringberg waste water treatment works. The upgrading of waste water treatment works is multiyear projects and the aforementioned are in various phases from preliminary planning and investigation to construction and commissioning.

Measures were taken to improve the monitoring of wet industries in order to ensure that industrial effluent charges can be raised according to the loading of the effluent. These include the installation of automatic sampling and flow measurement equipment.

Sanitation/Sewerage: (above minimum level) - Year 1



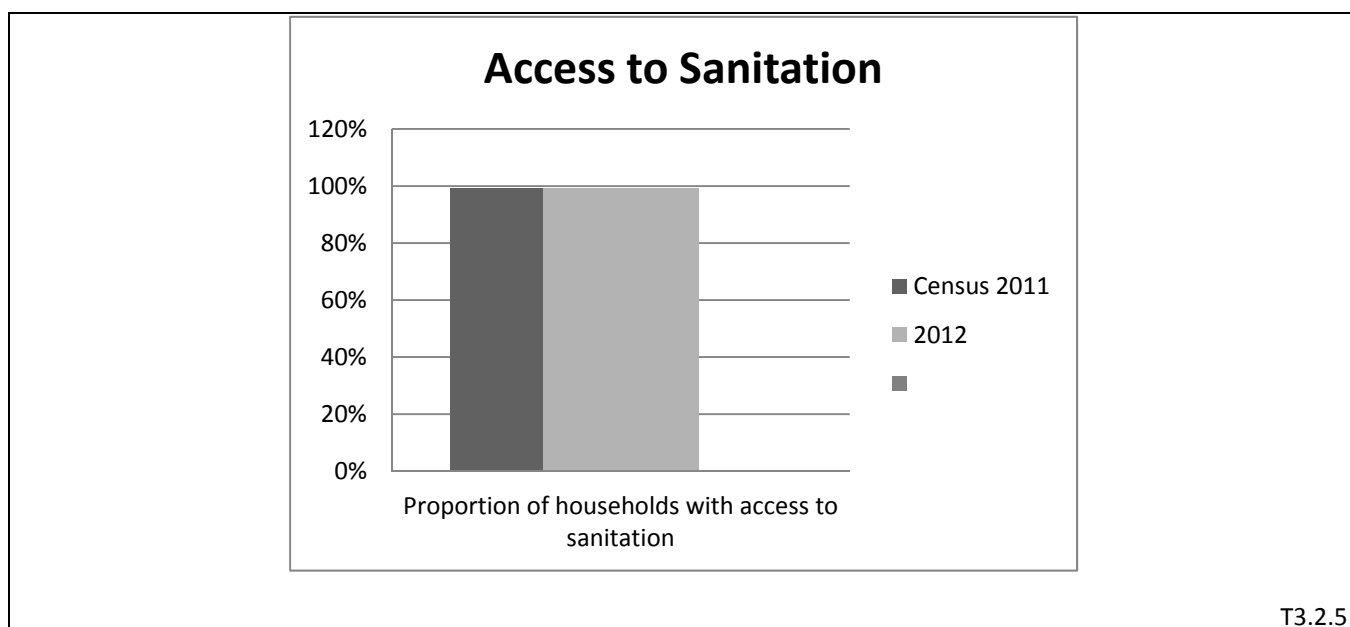
Sanitation Service Delivery Levels		
*Households		
Description	Census 2011	2012
	Outcome No.	Outcome No.
<u>Sanitation/sewerage: (above minimum level)</u>		
Flush toilet (connected to sewerage)	22 677	16 020
Flush toilet (with septic tank)	3 935	1 410
Chemical toilet	66	
Pit toilet (ventilated)	230	
Other toilet provisions (above min.service level)	624	
<i>Minimum Service Level and Above sub-total</i>	27 532	17 430
<i>Minimum Service Level and Above Percentage</i>	93.90%	100.00%
<u>Sanitation/sewerage: (below minimum level)</u>		
Bucket toilet	606	
Other toilet provisions (below min.service level)	453	
No toilet provisions	731	
<i>Below Minimum Service Level sub-total</i>	1 790	0
<i>Below Minimum Service Level Percentage</i>	6.10%	0.00%
Total households	29 322	17 430
<i>*Total number of households including informal settlements T3.2.3</i>		

NOTE: 2012 figures applicable only to urban area

Chapter 3

Households - Sanitation Service Delivery Levels below the minimum		
Description	Census 2011	2012
	Actual No.	Actual No.
Formal Settlements		
Total households	29 962	17 430
Households below minimum service level	1 544	
Proportion of households below minimum service level	5.2%	0.0%
Informal Settlements		
Total households	2 362	
Households below minimum service level	246	
Proportion of households below minimum service level	10.4%	
T3.2.4		

NOTE: 2012 figures applicable only to urban area



Chapter 3

Waste Water (Sanitation) Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
4.1.1 Ensure access to municipal services (sewerage)	% proclaimed erven with access to municipal services (sewerage)				Maintain 100%	100%	3.0	-
4.1.1 Ensure up to date master planning with respect to sewerage	Master plans for sewerage up to date?				Yes	No	1.0	Yes - subject to budget
4.1.1 Continuously monitor infrastructure capacity	Average capacity (%) as measured by individual indicators in PMS				Maintain 100%	100%	3.0	-
	% of new applications for development on existing erven that can be accommodated				100%	100%	3.0	100%
4.1.1 If infrastructure capacity not sufficient, plan and budget to rectify capacity in line with relevant master plan(s)	Project(s) to increase capacity identified and cost estimates submitted for budget purposes				Yes	Yes	3.0	Yes
Indicators from IDP (from 2010/11)								
Ensure that all urban households have access to sanitation services within 200m (General KPI)	% of urban households with access to sanitation	100%	100%	3	100%	100%	3.0	100%
Ensure continuous and available sewerage service	Number of interruptions in continuous service to consumers where the interruption for a single incident was greater than 3 hours	4 pm maximum	2 for the year	3	4 pm maximum	0	3.0	2 pm maximum
	% of new sewer connections completed within 10 working days	100%	100%	3	100%	100%	3.0	-
	% of tank pumping service requests completed within 24 hours	95%	99.6% average	3	-	-	-	-
	Number of tank pumping service requests not completed within 24 hours	-	-	-	5 pm maximum	0	3.0	-

Chapter 3

Waste Water (Sanitation) Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Ensure effective operation and maintenance of waste water treatment works	% compliance with DWA general limits for the discharge of treated waste water	75.0%	81.3% average	3.1	75.0%	87.3% average	3.5	75.0%
	Number of legitimate written complaints i.r.o. waste water received	4 pm maximum	0	3	4 pm maximum	1 for the year	3.0	-
	% of written correspondence i.r.o. waste water attended to within 10 working days	100%	100%	3	100%	100%	3.0	-

Employees: Sanitation Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	14	16	16	0	0%
4 - 6	3	3	3	0	0%
7 - 9	7	8	6	2	25%
10 - 12	0	0	0	0	-
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	-
19 - 20	0	0	0	0	-
Total	25	28	26	2	7%

T3.2.7

Financial Performance: Sanitation Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R31 286 881	R33 165 414	R33 165 414	R34 775 431	5%
Expenditure:					
Employees	R4 209 596	R4 759 420	R4 833 892	R4 856 370	2%
Repairs and Maintenance	R1 570 470	R1 902 213	R2 086 163	R1 787 572	-6%
Other	R18 000 118	R36 899 828	R32 269 944	R22 556 757	-64%
Total Operational Expenditure	R23 780 184	R43 561 461	R39 189 999	R29 200 699	-49%
Net Operational Expenditure	-R7 506 697	R10 396 047	R6 024 585	-R5 574 732	286%

T3.2.8

Capital Expenditure: Sanitation Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R39 778 970	R30 998 612	R32 224 529	-23%	
Sewerage : CK 11899 Truck Replace	R1 500 000	R1 030 171	R1 032 309	-45%	R1 500 000
Sewerage CK 33244 Bakkie Replace	R180 000	R161 381	R161 457	-11%	R180 000
Sewerage: CK 19529 Bakkie Replace	R180 000	R161 381	R161 457	-11%	R180 000
Sewerage Works Malmesbury	R11 247 970	R11 247 970	R10 993 377	-2%	R11 247 970
Sewerage Works Malmesbury	R6 059 000	R6 059 000	R6 059 000	0%	R6 059 000
Sewerage Works Malmesbury	R8 500 000	R8 500 000	R8 500 000	0%	R11 946 874
Upgrading of WWTW R/Wes and R/Kasteel	R8 000 000	R2 638 985	R3 825 397	-109%	R73 797 243
Sewerage Koringberg	R3 000 000	R208 264	R302 064	-893%	R3 000 000
Sewerage : Darling	R500 000	R500 000	R723 598	31%	R500 000
Sewerage : Chatsworth	R200 000	R179 460	R157 838	-27%	R200 000
Flowmeters Chatsworth/Riverlands	R200 000	R200 000	R200 000	0%	R200 000
Switching of pumps: Swartland	R100 000	R0	R0		R100 000
Equipment : Sewerage Telemetry	R65 000	R65 000	R64 856	0%	R65 000
Equipment : Sewerage	R47 000	R47 000	R43 176	-9%	R47 000

T3.2.9

Chapter 3

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

The IDP has seven strategic outcomes and the provision of sanitation services is aligned to the following four outcomes:

- Outcome 1: A financially sustainable municipality with well-maintained assets;
- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previous neglected areas).

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

The four major sanitation projects are for the upgrading of the Malmesbury, Riebeek, Koringberg and Chatsworth waste water treatment works. These projects are all multi-year projects. The Malmesbury waste water treatment works is in the construction phase while the remainder of the projects is in the detail design and environmental authorisation phase.

3.3 ELECTRICITY

INTRODUCTION TO ELECTRICITY

All formal and informal households within the licensed area of electricity supply of Swartland Municipality occupying a proclaimed plot has access to electricity and no service backlogs exist in this respect.

Top three service delivery priorities

(1) Upgrading of obsolete electrical networks

The annual upgrading project for the renewal, upgrading and refurbishment of obsolete electrical networks and associated infrastructure is on schedule and for the 2012/13 financial year in excess of 6% of the annual revenue derived from electricity sales as required by the National Energy Regulator of South Africa (NERSA) in terms of distribution license conditions, was allocated towards this end. Major improvement of the electricity networks enhancing safety and reliability has been effected including the upgrading of obsolete and operationally hazardous substations in Malmesbury, Moorreesburg and Darling, the renewal of the obsolete supply line to Moorreesburg and upgrading of low voltage lines in Malmesbury and Moorreesburg.

(2) Completion of capital projects

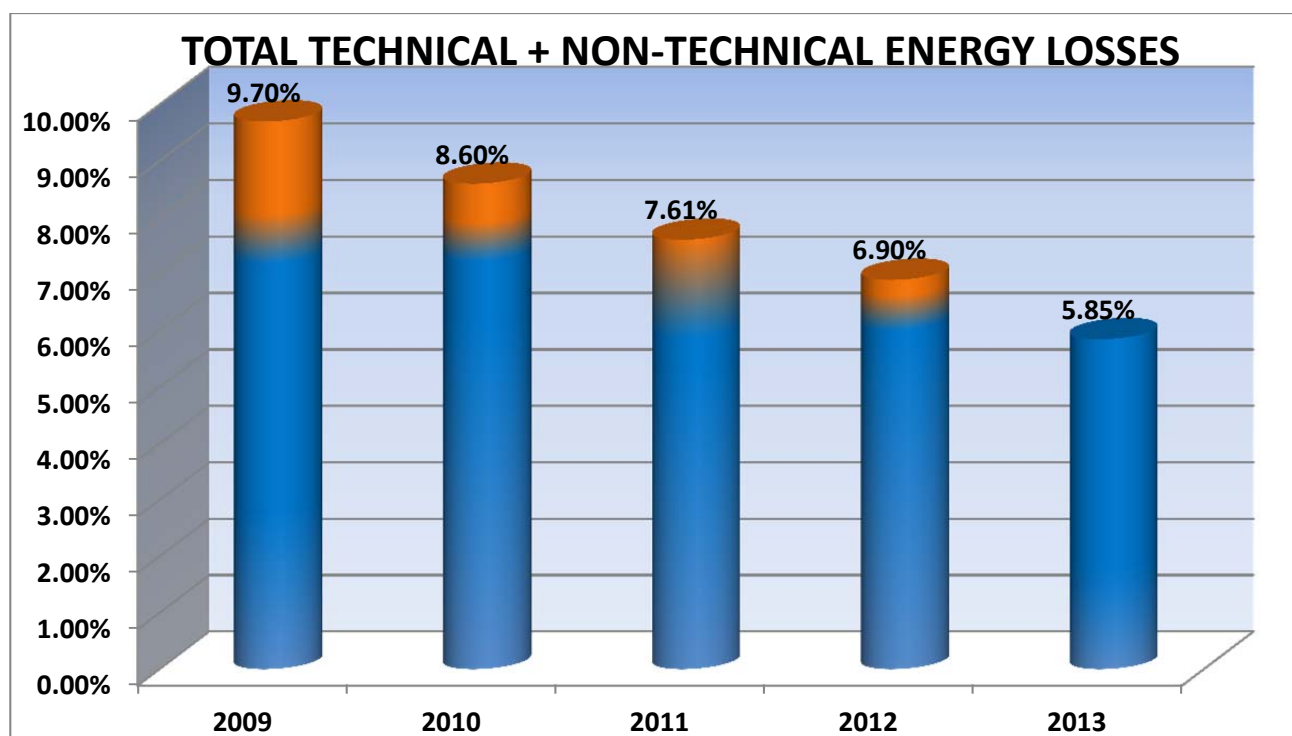
For the 2012/13 financial year the highest capital budget to date was allocated to the electricity department. 100% Completion of all capital projects was achieved with 98.8% expenditure of the adjustment capital budget. This was achieved without the appointment of any consulting engineers and all specifications, tender documentation, drawings, project management and supervision was undertaken by departmental personnel.

(3) Compliance with service delivery performance indicators and targets

All performance targets re service delivery with respect to availability and reliability of electricity supply were complied with and in certain instances the required targets were exceeded. Whilst in terms of the NERSA license conditions Quality of Service (QoS) specification, 30% of all power failure complaints must be attended to within 1.5 hours, the municipality set the target at 60% and for 2012/13 the actual achievement was 87.7%.

Improvement of performance and efficiencies

As a result of the allocation of experienced, technically skilled personnel and resources towards revenue protection incorporating data analysis skills, engineering and technical expertise, law enforcement certification as well as negotiation and mediation capabilities, a further reduction of the total of technical and non-technical electrical losses was achieved, i.e. from 6.9% in 2011/12 to 5.85% in 2012/13. The following graphical representation depicts the achievement over time.



The decrease in total energy losses since the inception of the revenue protection initiatives in 2010 represents a major improvement in efficiency and culminates in an annual saving of some R5m based on the 2012/13 cost of electricity purchases.

Major successes achieved and challenges

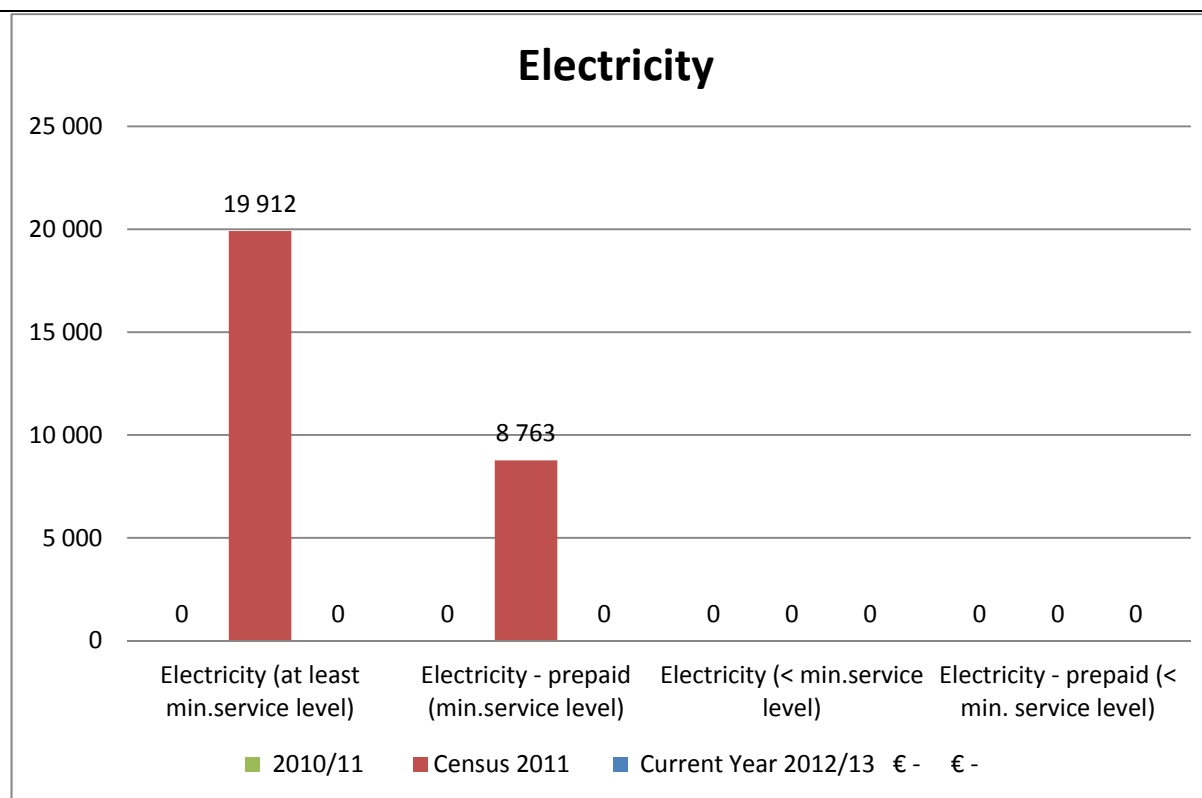
Despite the high electricity tariff increases and the resultant lack of growth and reduced consumption in certain consumer categories, the net income generated by electricity sales has exceeded the budget. This was achieved by improvement of efficiency, i.e. the significant decrease of technical and non-technical energy losses culminating in less energy being purchased.

100% Completion of all capital projects was achieved in the 2012/13 financial year. This is inter alia attributed to the best practice of undertaking design, preparation of tender documentation, invitation and award of tenders in the previous financial year to allow for the extended delivery periods of electrical distribution network equipment such as substations, transformers and switchgear.

Service provision by municipal entities

None

Chapter 3



Electricity Service Delivery Levels		
Description	Households	
	Census 2011	2012
	Actual No.	Actual No.
<u>Energy: (above minimum level)</u>		
Electricity (at least min. service level)	19 912	
Electricity - prepaid (min. service level)	8 763	
<i>Minimum Service Level and Above sub-total</i>	28 675	0
<i>Minimum Service Level and Above Percentage</i>	97.8%	
<u>Energy: (below minimum level)</u>		
Electricity (< min. service level)	0	
Electricity - prepaid (< min. service level)	0	
Other energy sources	649	
<i>Below Minimum Service Level sub-total</i>	649	0
<i>Below Minimum Service Level Percentage</i>	2.2%	
Total number of households	29 324	0
T3.3.3		

NOTE: 2012 figures not available

Households - Electricity Service Delivery Levels below the minimum		
Description	Census 2011	2012
	Actual No.	Actual No.
Formal Settlements		
Total households	26 962	
Households below minimum service level	520	
Proportion of households below minimum service level	1.9%	
Informal Settlements		
Total households	2 362	
Households below minimum service level	129	
Proportion of households below minimum service level	5.5%	
T3.3.4		

NOTE: 2012 figures not available

Chapter 3

Electricity Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
1.1.4 Do long term planning with respect to electricity income	Report on long term planning with respect to electricity income completed by October 2012				Yes	Yes	3.0	-
1.1.4 Investigate ways to ensure the losses are limited to the absolute minimum	Report on minimising of electricity losses completed by September 2012				Yes	Yes	3.0	-
4.1.1 Ensure access to municipal services (electrical)	% proclaimed erven with access to municipal services (electrical)				Maintain 100%	100%	3.0	100%
4.1.1 Ensure up to date master planning with respect to electricity	Master plans for electricity up to date (subject to availability of budget)?				Yes	No	0.0	Yes
						Budget for masterplanning cancelled in adjustment budget due to financial constraints		
4.1.1 Continuously monitor infrastructure capacity	Average capacity (%) as measured by individual indicators in PMS				Maintain 100%	100%	3.0	-
	% of new applications for development on existing erven that can be accommodated				100%	100%	3.0	100%
4.1.1 If infrastructure capacity not sufficient, plan and budget to rectify capacity in line with relevant master plan(s)	Project(s) identified and cost estimated submitted for budget purposes				100%	Yes	3.0	Yes
4.2.1 Maintain energy losses at an acceptable level	% total energy losses (technical + non-technical)				Maintain below 9%	8.36% average	3.0	Maintain below 9%
4.3.1 Secure a realistic amount on the annual budget for electricity	% compliance with Nersa licence condition with respect to 5% of revenue budgeted for upgrading and refurbishment annually				Maintain 100%	100%	3.0	50% (supply reasons)

Chapter 3

Electricity Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2010/11)								
Ensure that all households have access to electricity (National KPI)	% erven with access to electricity service	100%	100%	3	100%	100%	3.0	100%
Continuously do master planning	Up to date Master plans available by end of June?	Yes	Yes	3	Yes	No	-	Yes
						Budget for masterplanning removed due to financial constraints.		
Properly set and operate electrical protection systems	% of MV trip incidents investigated with report	100%	100%	3	100%	100%	3.0	100%
Maintain supply capacity through continuous load forecasting	Quarterly forecasting done per town?	Yes	Yes	3	Yes	Yes	-	Yes
Meet reporting requirements	Annual Quality of Supply Report submitted by end of October?	Yes	Yes	3	Yes	Yes	-	Yes
Keep energy loss within an acceptable level	% technical and non-technical loss	12% maximum	8.4% pm average	3	12% maximum	8% average	3.0	-
Provide sufficient network capacity	% of potential overload incidences dealt with effectively	100%	100%	3	100%	100%	3.0	-
Ensure sufficient income to cover costs	% of expenditure covered by connection income	100%	100%	3	100%	100%	3.0	100%
Properly maintain the electricity network	Review of maintenance policy and safety plans done by September? Yes or No	Yes	Yes	3	Yes	Yes	3.0	Yes
	% of maintenance budget spent (cumulative)	95%	95%	3	95%	97%	3.1	95%
Provide sufficient network capacity	Number of previously unreported medium voltage circuit overload incidences	2 pa maximum	1 for the year	3	2 pa maximum	0	3.0	-
Ensure that disruptions are in line with standards	% average compliance of planned disruptions (monthly)	95%	100%	3	95%	100%	3.2	95%
	% average compliance of unplanned disruptions	95%	100%	3	95%	100%	3.2	-

Chapter 3

Electricity Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Properly manage departmental construction projects	% of total actual completion according to schedule	90%	99%	3	90%	100%	3.3	90%
Ensure a high quality electricity support service	Number of legitimate written complaints per year	4 pa maximum	1 for the year	3	4 pa maximum	1 for the year	3.0	-
Appropriately monitor and maintain network infrastructure	% Maintenance of substations and lines according to maintenance plan done	-	-	-	100%	100%	3.0	100%
Ensure sound safety practices in the provision of electrical service	Number of reportable safety incidents in terms of legislation	2 pa maximum	0	3	2 pa maximum	0	3.0	2 pa maximum
Ensure correct operational procedures	% of all MV work by external contractors for which permits were issued	100%	100%	3	100%	100%	3.0	100%
	Number of MV operations undertaken with unexpected incidents	4 maximum for the year	0	3	4 maximum for the year	0	3.0	-
Ensure proper monitoring of the Client Service Charter	% of unforeseen power outages (electrical faults, malfunctioning equipment, etc.) repaired within 1,5 hours	60%	85.1% average	3	60%	87%	4.4	60%
	% complaints regarding faulty street lighting, area, building and sports field lighting dealt with within 5 working days	95%	100%	3	95%	100%	3.1	-

Employees: Electricity Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	11	12	11	1	8%
4 - 6	8	9	8	1	11%
7 - 9	7	7	7	0	0%
10 - 12	8	8	8	0	0%
13 - 15	3	3	3	0	0%
16 - 18	1	1	1	0	0%
19 - 20	0	0	0	0	-
Total	38	40	38	2	5%

T3.3.6

Financial Performance: Electricity Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R156 608 365	R178 027 791	R178 027 791	R174 583 269	-2%
Expenditure:					
Employees	R9 847 270	R10 237 749	R10 426 353	R11 374 618	10%
Repairs and Maintenance	R1 176 386	R1 230 525	R1 230 525	R1 252 858	2%
Other	R122 406 594	R142 751 840	R142 641 820	R134 095 015	-6%
Total Operational Expenditure	R133 430 250	R154 220 114	R154 298 698	R146 722 491	-5%
Net Operational Expenditure	-R23 178 114	-R23 807 677	-R23 729 093	-R27 860 778	15%

T3.3.7

Capital Expenditure: Electricity Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R17 060 000	R16 795 710	R16 611 466	-3%	
CK 17699 Truck Replace	R400 000	R400 000	R400 000	0%	R 400 000
CK 17699 Personnel Platform	R350 000	R350 000	R350 000	0%	R 350 000
Elect Micro Excavator	R350 000	R320 110	R283 637	-23%	R 350 000
MV Network upgrade-Upgrade cable networks and regional substations-Wesbank	R3 400 000	R3 400 000	R3 368 451	-1%	R 3 400 000
Low voltage lines/networks-Replace obsolete LV lines Bergsig, Wesbank	R400 000	R400 000	R392 385	-2%	R 400 000
MV Network upgrade-Replace switchgear and substations Darling North, East and industrial area	R1 200 000	R1 200 000	R1 180 832	-2%	R 1 200 000

Chapter 3

Capital Expenditure: Electricity Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Medium voltage cables-Cable circuits Main sub to new Eskom substation	R350 000	R350 000	R347 432	-1%	R 350 000
Main substation switchgear-Extension for upgrading of supply	R1 200 000	R1 200 000	R1 163 838	-3%	R 1 200 000
Substations-Replace minisubstation C4	R350 000	R350 000	R333 884	-5%	R 350 000
MV Network upgrade-Upgrade supply to sewerage plant	R700 000	R700 000	R699 604	0%	R 700 000
Low voltage lines-Replace obsolete LV lines Moorreesburg	R400 000	R400 000	R392 385	-2%	R 400 000
Elect New Klipfontein Regional Sub Station	R3 000 000	R2 996 000	R2 975 687	-1%	R 3 000 000
Elect Supply Klipfontein Escom Sub/KRS	R2 500 000	R2 100 000	R2 095 871	-19%	R 2 500 000
Extension of SCADA system: Malmesbury Main substation (Prison)	R900 000	R900 000	R900 000	0%	R 900 000
Replacements of proprietary pre-payment meters	R100 000	R100 000	R99 788	0%	R 100 000
Upgrade supply line 1-Renew supply line from Eskom	R1 000 000	R1 000 000	R1 000 000	0%	R 1 000 000
Equipment: Electric	R460 000	R453 000	R451 073	-2%	R 460 000

T3.3.8

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL: PRIORITY OF 4 LARGEST CAPITAL PROJECTS

(1) Klipfontein Regional substation and supply cables.

The Klipfontein development of which the first phase is under construction as well as a major mall complex being planned, require an increase in capacity of electricity supply. In terms of the electricity masterplan for Malmesbury a new Eskom supply point will be established and electrical infrastructure comprising the Klipfontein regional substation and associated cable networks are required to provide electricity for the developments. The substation and cable networks were completed in advance to ensure that electricity will be available upon completion of Phase 1 of the developments.

Upgrading of electrical infrastructure

The largest capital project is the on-going annual replacement, upgrading and refurbishment of obsolete electrical network components and infrastructure. The electrical networks of most municipalities have exceeded their design lifespan of 40-50 years and in terms of NERSA license conditions all municipalities are required to allocate at least 6% of electricity revenue towards this end. The priority is to first replace network components such as obsolete switchgear where operator safety is at risk and subsequently medium voltage networks and low voltage networks. At Swartland Municipality the majority of main medium voltage substations have already been upgraded, refurbished or upgraded. The following largest projects in this regard were completed in 2012/13:

(2) Upgrade of cable networks and regional substations in Malmesbury and Darling

The projects were implemented to increase the capacity of cable circuits and to replace obsolete switchgear which utilized bulk oil technology and represented a significant safety risk of explosion and associated oil vapour fire and arc flash while being operated, with probable injury or fatality of operators.

In Darling the upgrading of the Eskom substation was completed and new cable circuits connecting the municipal main intake substation with the Eskom substation were installed. The entire load of Darling was successfully transferred to the new substation.

(3) Renewal of obsolete supply line to Moorreesburg

One of the two transmission lines supplying Moorreesburg was obsolete and in excess of 50 years old. This transmission line was replaced and the capacity increased to allow for the new developments in Moorreesburg, including proposed commercial and industrial developments.

(4) Chatsworth: Additional Street lighting

Chatsworth is located in the Eskom area of electricity supply, however in terms of Eskom's mandate, street lighting is not their responsibility. The street lighting in Chatsworth is generally inadequate and based on requests received from the community, the municipality planned a project for the provision of additional street lights and budgeted for phase 1 in the 2012/13 financial year. Phase 1 of the project comprising some 50 new street lights was completed successfully, with the remainder scheduled for the following financial years.

VARIANCES BETWEEN BUDGET AND ACTUAL

The variances between budget and actual achieved are minimal and within the required performance parameters set. The total capital budget variance is 1.2% with respect to the adjustment budget. The year 5 targets as set out in the IDP can be attained provided that the approved budget provisions can be maintained.

PERFORMANCE RELATED TO ESKOM AGREEMENTS

The performance related to agreements reached with Eskom pertaining to upgrading and increased capacity is as follows:

- Upgrading of main substation and increase of power supply capacity to Darling from a notified maximum demand of 4.5 MVA to 5.5 MVA: Successfully completed and commissioned.
- New substation and additional point of supply of 6MVA for Malmesbury: Eskom has incurred delays with respect to the original project schedule, however the developments for which the point of supply is required are also delayed and still under construction. At this stage the revised Eskom completion program facilitates connection of the initial phases of the developments upon completion.

3.4 WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

INTRODUCTION TO WASTE MANAGEMENT

A weekly household refuse removal service is available for all urban households in the Swartland, but rural household/farms etc. do not have a refuse removal service. Only a few farms close to town are serviced if capacity allows it. All farms and rural households however can make use of Swartland Municipality's landfill sites on request. The challenge for Swartland Municipality this year was to combat illegal dumping, increase recycling and the licensing of unlicensed communal landfill sites inherited from the smaller municipalities. The clearing of illegal dumping stays a challenge, but two of the cleansing department workers are giving awareness/training to people that dump illegal. The new traffic reservists patrolling the urban areas should make a difference too. Clearing of illegal dumping of household refuse are done on a daily basis in each town and clearing of illegal dumping of building rubble and garden refuse each month per town. Recycling igloos are available at 9 schools apart from the fact that every town has recycling igloos available for the public to recycle. Two private Swop shops, one in Darling and one in Paardeberg at a farm school started this year and are supported by Swartland Municipality and Mr Hein Baumgarten who buys their products. The recycling that was done at the Highlands landfill site last year and this year was about 28%/volume. This is the recycling plant however reached its maximum output and planning was done, tenders obtained. Building and extensions are planned for 2013/14. Sweeping of sand in streets created jobs for EPWP workers that were employed just before winter. All the towns benefited from this job creation. Car refuse bags, license stickers as well as advertising awareness boards were made from the Greenest Municipality prize money.

Equitable Share helps indigent families that cannot pay their refuse bills. However refuse removal services are delivered even if people do not pay. For those poor communities without transport to take refuse to the landfill sites or transfer stations, bulk refuse bins are placed at strategic points for their convenience. Two of these bins at strategic points are manned 7 days a week.

In Kalbaskraal, Riverlands and Chatsworth a local contractor, VS Mitchell renders the refuse removal and street cleaning service for Swartland Municipality. In Malmesbury, Riebeeck West and Riebeeck Kasteel the street cleaning services and cleaning of public toilets are rendered by Tshayela Projects.

Chapter 3

The Highlands landfill site and recycling plant are managed by mr Hein Baumgarten. Highlands is the main landfill site for Swartland Municipality and about 95% of all Swartland's household waste is received at Highlands.

Solid Waste Service Delivery Levels		
Description	Census 2011	Households 2012
	Actual No.	Actual No.
<u>Solid Waste Removal: (Minimum level)</u>		
Removed at least once a week	22 329	18 346
<i>Minimum Service Level and Above sub-total</i>	22 329	18 346
<i>Minimum Service Level and Above percentage</i>	76.1%	100.0%
<u>Solid Waste Removal: (Below minimum level)</u>		
Removed less frequently than once a week	321	
Using communal refuse dump	1 219	
Using own refuse dump	4 866	
Other rubbish disposal	280	
No rubbish disposal	309	
<i>Below Minimum Service Level sub-total</i>	6 995	0
<i>Below Minimum Service Level percentage</i>	23.9%	0.0%
Total number of households	29 324	18 346
T3.4.2		

NOTE: 2012 figures applicable only to urban areas

Households - Solid Waste Service Delivery Levels below the minimum		
Description	Census2011	Households 2012
	Actual No.	Actual No.
Formal Settlements		
Total households	26 962	
Households below minimum service level	0	
Proportion of households below minimum service level	0.0%	
Informal Settlements		
Total households	2 362	
Households below minimum service level	0	
Proportion of households below minimum service level	0.0%	
T3.4.3		

NOTE: 2012 figures not available

Chapter 3

Waste Management Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
4.1.1 Ensure access to municipal services (waste management)	% proclaimed erven with access to municipal services (waste management)				Maintain 100%	100%	3.0	-
4.3.4 Garden refuses and household refuse separated at source	Investigation completed by end of Oct 2012				Yes	No	0.0	-
						After discussions with Jan Palm it was decided not to proceed with the study		
Indicators from IDP (from 2010/11)								
Ensure that all Swartland residents have access to a high quality and continuous cleaning service	% households registered for refuse removal service which received a service once a week	100%	100%	3	100%	100%	3.0	100%
	Was the vehicle service schedule executed?	-	-	-	Yes	Yes	-	-
	Number of incidences per month where household refuse were not removed	5 pm maximum	3.5 pm average	2.9	5 pm maximum	1.9 pm average	3.0	-
	Number of legitimate written complaints regarding refuse removal	5 pm maximum	3 for the year	3	5 pm maximum	1 for the year	3.0	5 pm maximum
	% of reports of illegal dumping responded to within one month	-	-	-	100%	100%	3.0	-
Ensure that all cleaning contractors' services are in line with their contracts	% of payment certificates for one man contracts issued on time	100%	100%	3	100%	100%	3.0	-
Manage waste sites in an environmentally sensitive manner	% of waste sites that complies with legal requirements and standards	80%	81%	3	80%	81%	3.0	80%
Continuously monitor the Highlands site	Quarterly monitoring meetings held?	-	-	-	Yes	Yes	3.0	Yes
Promote a clean environment through recycling	% of quarterly recycling target met	27%	28.5 pm average	3	27%	29.3%	3.2	27%
Clean all municipal roads to an acceptable standard	Number of legitimate written complaints regarding dirty roads received	5 pm maximum	1.5 pm average	3	5 pm maximum	3 for the year	3.0	5 pm maximum

Chapter 3

Waste Management Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Ensure proper monitoring of the Client Service Charter	Monthly collection of residential and business refuse done on a weekly basis according to a scheduled programme based on residential areas?	-	-	-	Yes	Yes	-	-
	% of residential areas swept on a monthly basis	100%	100%	3	100%	100%	3.0	-
	Monthly sweeping of central business district done on a daily basis in bigger towns and on a weekly basis in smaller towns?	-	-	-	Yes	Yes	-	-

Employees: Solid Waste Management Services, Waste Disposal and Other Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	47	50	48	2	4%
4 - 6	5	5	5	0	0%
7 - 9	9	10	10	0	0%
10 - 12	2	2	2	0	0%
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	64	68	66	2	3%

T3.4.5

Financial Performance: Solid Waste Management, Waste Disposal and Other Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R21 600 438	R25 191 671	R25 191 671	R25 752 224	2%
Expenditure:					
Employees	R7 691 841	R8 651 155	R8 786 344	R9 133 703	5%
Repairs and Maintenance	R3 726 165	R3 758 431	R3 958 431	R4 340 980	13%
Other	R7 680 715	R9 799 994	R9 502 613	R8 370 753	-17%
Total Operational Expenditure	R19 098 721	R22 209 580	R22 247 388	R21 845 436	-2%
Net Operational Expenditure	-R2 501 718	-R2 982 091	-R2 944 283	-R3 906 788	24%

T3.4.7

Capital Expenditure: Waste Management Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R2 185 500	R2 055 722	R2 045 323	-7%	
CK 37315 Compactor Replace	R1 900 000	R1 770 222	R1 770 221	-7%	R1 900 000
New Recycling Plant	R200 000	R200 000	R199 995	0%	R200 000
Equipment : Refuse bins, traps, skips (Swartland)	R34 000	R34 000	R29 400	-16%	R34 000
Equipment : Refuse Removal	R51 500	R51 500	R45 707	-13%	R51 500

T3.4.9

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COMMENT ON WASTE MANAGEMENT SERVICE PERFORMANCE OVERALL:

The two largest capital projects were the purchase of a new refuse truck for Darling/Yzerfotein and the planning for the upgrading of the Highlands Material Recovery Facility that reached its maximum capacity and needs to expand. Composting of garden waste started as a pilot project with a local farmer at no cost but was aborted by the farmer due to chipping cost being too high. Swartland Municipality then hired a company to chip garden waste at Highlands and Yzerfontein as a trial, but this turned out to be very expensive. Swartland Municipality is now investigating other options to use this garden refuse with the sludge from the sewerage works to manufacture compost and thus getting use for two by-products. The license of the Malmesbury sewerage plant must be amended to allow composting and the statutory process has to be followed..

3.5 HOUSING

INTRODUCTION TO HOUSING

Swartland Municipality's strategy is to plan, co-ordinate, facilitate and accelerate relevant housing development programmes. The Human Settlement Housing Pipeline of the Municipality sets out the delivery of housing projects in the municipal area for the next five financial years.

Swartland Municipality managed to improve the quality of life of our residents by successfully completed 245 houses in 2011.

The successful completion of some projects is however subject to some bulk infrastructure upgrades .

Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
Census 2011	29 324	26 962	91.9%
2012			-
			T3.5.2

NOTE: 2012 figures not available

Housing Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
5.2.4 Finalise integrated human settlement plan and submit to council for final approval	Reviewed Housing Plan approved by May 2013				Yes	No	0.0	By Jul 2014
						Request was submitted to the PRT of DHS to assist us with this. Will be done soon.		
	Housing pipeline reviewed annually				Yes	Yes	3.0	By March 2014
5.2.4 Compile budget programme for Council contributions	Budget programme completed by Oct 2012				Yes	Yes	3.0	Yes
5.2.4 Implementation of IHS Plan projects and actions	Report monthly on implementation according to agreed programme, timeframes and budgets				Monthly from Jul 2012	Yes (from Jan - June 2013)	-	-
Indicators from IDP (from 2010/11)								
Effectively administer Council resources	% of flats allocated within one month after being vacated	90%	100%	3	100%	100%	3.0	100%
Provide an effective and client orientated housing service	Actual spending of housing funds (only applicable if a final grant is received)	100%	N/a	-	100%	100% (R14.4 m for the year)	3.0	100%
	% contractors paid within two weeks from receiving a certified invoice	100% or N/a	100%	3	100% or N/a	100%	3.0	100%
	% applicants updated on waiting lists per month	100%	100%	3	100%	100%	3.0	-
Ensure that housing access is provided in line with planning	Number of top structures completed	368	368 for the year	3	384	384 for the year	3.0	379
Support disaster victims on a continuous basis	% disaster victims supported	90%	100%	3	100%	100%	3.0	100%

Chapter 3

Housing Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Monitor and evaluate the changes in informal settlement in the region	Number of weekly inspections that took place	4 pm	4 pm	3	4 pm	4 pm	3.0	-
Maintain functional structures to address housing issues	Number of housing committee/ site/ technical meetings held	20 for the year	12 for the year	3	20 for the year	17 for the year	2.6	20 for the year
Ensure that all new home owners informed and aware of responsibilities and rights	Number of training sessions held	3 pm	4.6 pm average	3.5	3 pm	2.6 pm average	3.0	30 per annum
Development of a human settlement plan	Housing pipeline reviewed by Council by March?	-	-	-	Yes	Yes	3.0	Yes

Employees: Housing Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	
4 - 6	2	2	2	0	0%
7 - 9	0	0	0	0	
10 - 12	0	0	0	0	
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	3	3	3	0	0%

T3.5.4

Financial Performance: Housing Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R250 433	R250 766	R250 766	R240 953	-4%
Expenditure:					
Employees	R954 661	R1 005 699	R1 018 940	R1 136 452	12%
Repairs and Maintenance	R22 359	R20 000	R20 000	R26 373	24%
Other	R146 610	R174 288	R197 819	R197 704	12%
Total Operational Expenditure	R1 123 630	R1 199 987	R1 236 759	R1 360 529	12%
Net Operational Expenditure	R873 197	R949 221	R985 993	R1 119 576	15%

T3.5.5

Capital Expenditure: Housing Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R550 000.00	R6 654 301.00	R6 651 735.18	92%	
Housing Riverlands: Services	R150 000	R0.00	R0.00		
Klippiessdal: Construction of Council Houses	R400 000	R400 000	R399 850.17	0%	
Klippiessdal :Construction of Council H	R0.00	R421 950	R419 535.00	100%	
Consultation Fees	R0.00	R190 762	R190 762.00	100%	
Roads and Stormwater	R0.00	R207 288	R207 288.00	100%	
Sewerage	R0.00	R15 000	R15 000.00	100%	
Water	R0.00	R15 000	R15 000.00	100%	
Abbotsdale: Professional Fees (CRRF)	R0.00	R1 004 300	R1 004 300.00	100%	
Abbotsdale: External Streets and Storm	R0.00	R299 973	R299 972.50	100%	
Abbotsdale: Internal Services (Streets	R0.00	R1 414 156	R1 414 156.05	100%	
Abbotsdale: Internal Services (Sewerag	R0.00	R1 005 673	R1 005 672.59	100%	
Abbotsdale: Internal Services (Water)	R0.00	R700 564	R700 564.44	100%	
Abbotsdale: Commercial Erven (Streets	R0.00	R428 533	R428 532.12	100%	
Abbotsdale: Commercial Erven (Sewerage	R0.00	R317 581	R317 580.82	100%	
Abbotsdale: Commercial Erven (Water)	R0.00	R233 521	R233 521.49	100%	

T3.5.6

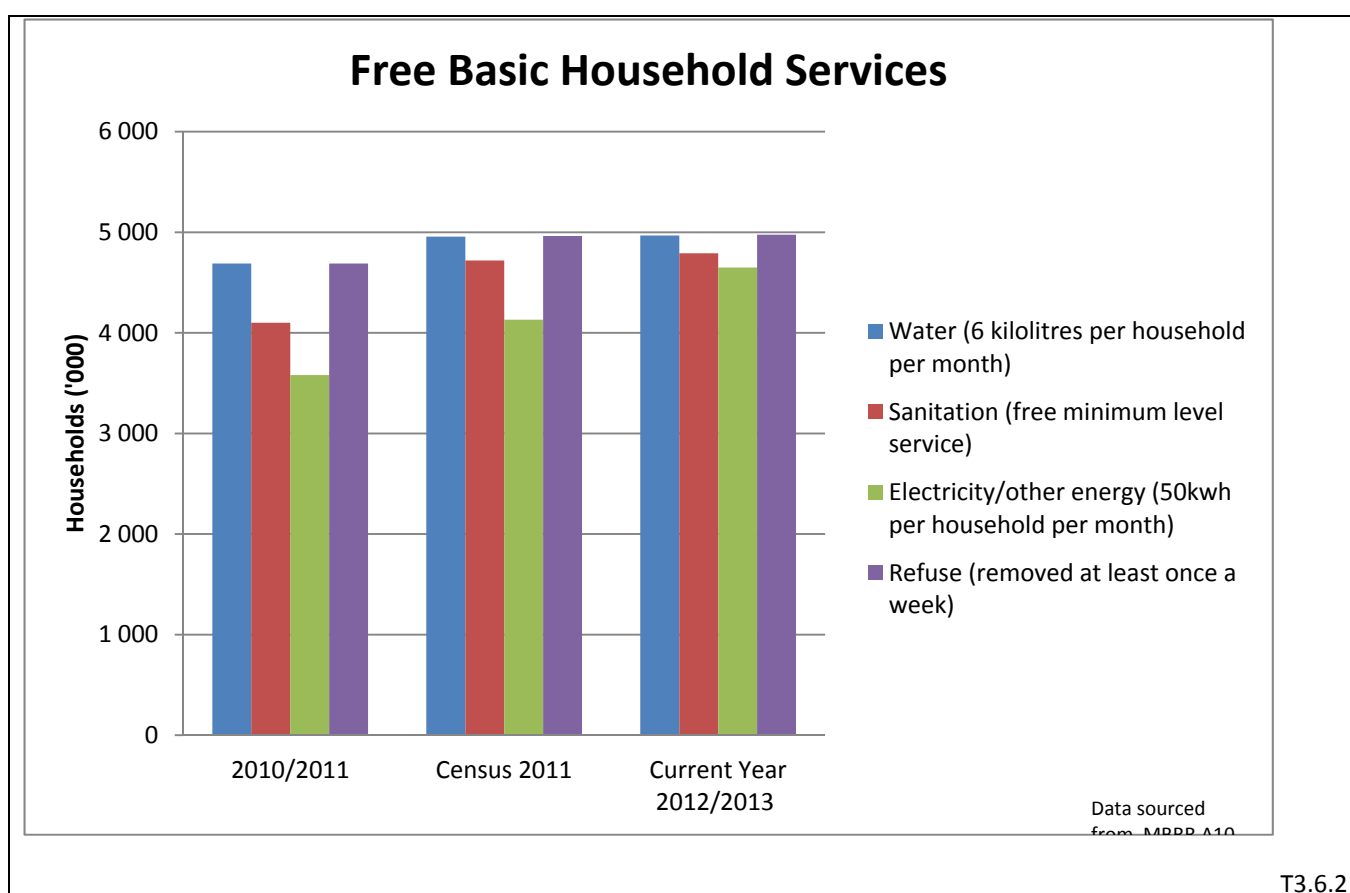
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3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

In order to qualify for indigent support in terms of the Indigent Policy of Swartland Municipality, the following conditions apply:

- (1) the gross income of the income of all the members of the household normally resident on the premises, inclusive of the income of any other person who lives with the household on the premises, is equal to or less than twice the age grant paid by the State to qualifying beneficiaries as from time to time determined by the Minister of Welfare, plus 10%;
- (2) the head of the household and his/her family themselves should occupy the premises to which the application applies;
- (3) the head of the household/spouse and their lawful children who live with their parents on the premises, should not be the lawful owners of another house.



Free Basic Services To Low Income Households										
	Number of households									
	Total	Households earning less than R1,100 per month								
		Total	Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
			Access	%	Access	%	Access	%	Access	%
2010/2011	19 796	4 619	4 606	99%	4 421	96%	4 251	92%	4 609	100%
2011/2012	21 000	4 912	4 888	100%	4 709	96%	4 626	94%	4 897	100%
2012/2013	18 492	5 103	5 103	100%	4 900	96%	4 752	93%	5 084	100%

T3.6.3

Financial Performance: Cost to Municipality of Free Basic Services Delivered					
Services Delivered	2011/2012	2012/2013			
	Actual	Budget	Adjustment Budget	Actual	Variance to Budget
Water	R1 278 930	R2 804 117	R2 804 117	R1 120 562	-150%
Waste Water (Sanitation)	R6 096 165	R7 735 333	R7 735 333	R7 314 312	-6%
Electricity	R468 817	R1 234 116	R1 234 116	R1 152 371	-7%
Waste Management (Solid Waste)	R4 460 856	R5 051 073	R5 051 073	R4 957 712	-2%
Total	R2 956 973	R15 974 043	R15 974 043	R14 296 421	-12%
					T3.6.4

Chapter 3

Free Basic Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
None								
Indicators from IDP (from 2010/11)								
Appropriately manage debt	% of indigent households reached through awareness	95%	96.5%	3	95%	96.2%	3.0	-
Continuously monitor poverty in the area	% changes in indigents captured on database	95%	100%	3	95%	100%	3.2	-
Ensure access to free basic services	% households earning less than R1100 per month with access to free basic services (General KPI)	100%	100%	3	100%	100%	3.0	100%

COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT:

The following services are subsidised to indigent households:

- 50kWh electricity
- 10kl water
- refuse removal
- sewerage
- property rates to a municipal valuation of R100 000. However, indigent households of which the owner of the household is 65 years of age or older, qualifies for subsidy on the property rates to a municipal valuation of R200 000.

All the new low-cost housing schemes have immediate access to free basic services. Swartland Municipality also assist indigent households situated in areas where Eskom is the service provider for electricity with free basic electricity in terms of a service agreement entered into between Swartland Municipality and Eskom.

Free Basic Services to indigent households have increased from 4619 households as at 30 June 2011 to 4897 households as at 30 June 2012.

COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (storm water drainage).

3.7 ROADS

INTRODUCTION TO ROADS

The urban road network in Swartland Municipality comprises 72km of gravel roads and 293km of permanently surfaced roads.

Eradicating the backlog in gravel roads is a major focus area and 3km roads were upgraded the past three financial year. Securing sufficient funding the maintenance of roads remains a challenge and therefore the municipality has taken a strategic decision to increase the spending on infrastructure maintenance.

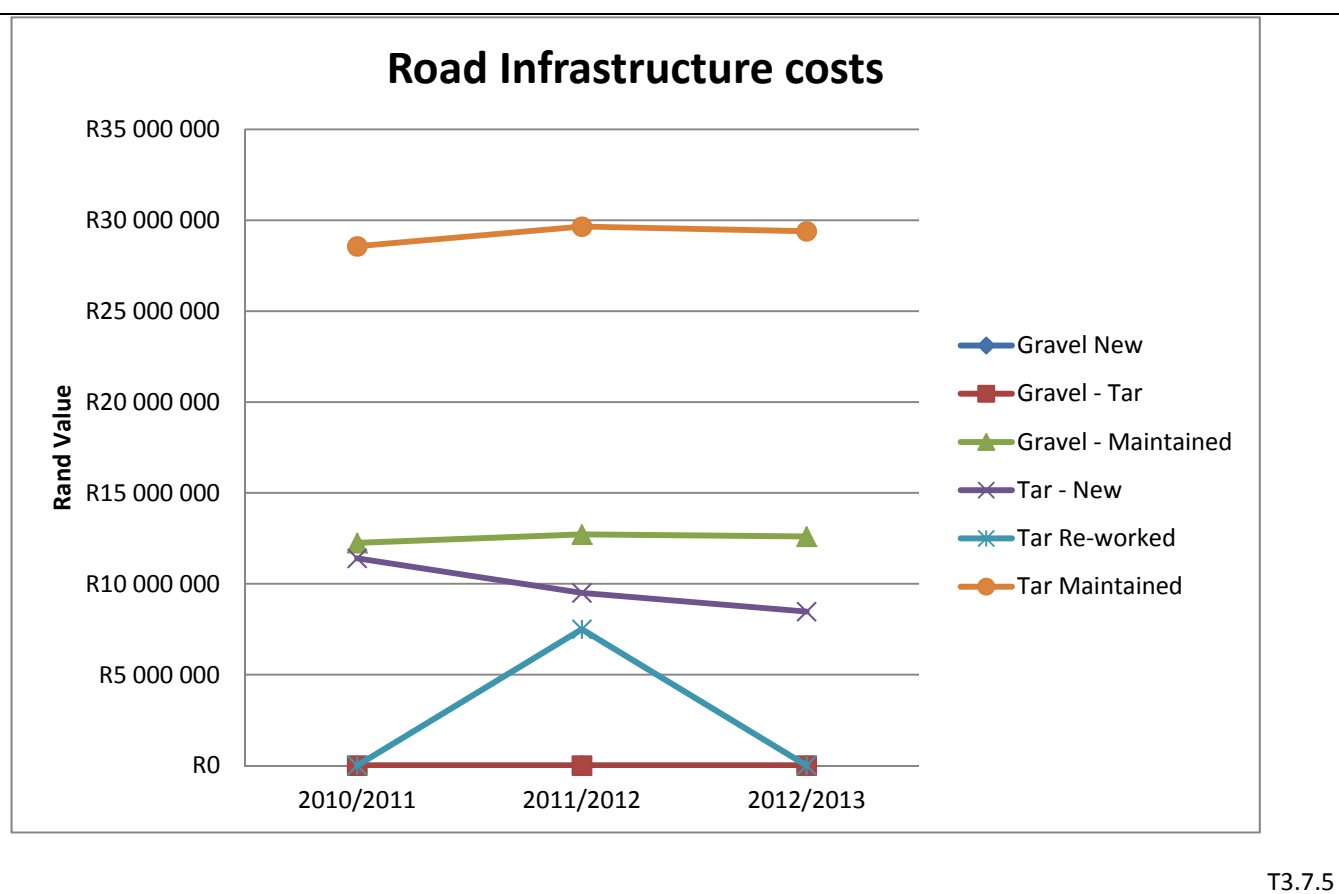
Ensuring that the roadwork is sufficient for future growth is a further matter of emphasis and to this end the municipality ensures that roads infrastructure master planning is up to date and that regular engagement with provincial and national roads authorities are taking place.

Gravel Road Infrastructure				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Kilometres Gravel roads graded/maintained
2010/2011	83	0	6	77
2011/2012	77	0	5	72
2012/2013	72	0	3	59
				T3.7.2

Tarred Road Infrastructure					Kilometres
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
2010/2011	284	6	0	0	284
2011/2012	290	5	12	0	290
2012/2013	293	3	0	0	293
					T3.7.3

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Cost of Construction/Maintenance						
	Gravel			Tar		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
2010/2011	R0	R0	R12 245 000	R11 400 000	R0	R28 572 000
2011/2012	R0	R0	R12 710 000	R9 500 000	R7 500 000	R29 656 000
2012/2013	R0	R0	R12 598 000	R8 467 060	R0	R29 395 000
T3.7.4						



Roads and Storm Water Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
4.1.1 Ensure access to municipal services (roads)	% proclaimed erven with access to municipal services (roads)				Maintain 100%	100%	3.0	-
Indicators from IDP (from 2010/11)								
Implementation of planned road maintenance activities	% gravel roads inspected in accordance with schedule	90%	98.4%	3.1	90%	95.8%	3.2	-
	% of the operating budget allocated for maintenance spent	95%	98.5%	3	95%	94.8%	3.0	95%
Ensure client orientated service provision	% of new street accesses completed within 10 working days	100%	100%	3	100%	100%	3.0	100%
	% of flood incidents reacted on within 3 hours after the incident has been reported	100%	100%	3	100%	100%	3.0	100%
	Number of legitimate written complaints i.r.o. roads and storm water received	4 pm maximum	1 for the year	3	4 pm maximum	1 for the year	3.0	-
	% of written correspondence i.r.o. roads and storm water attended to within 10 working days	100%	100%	3	100%	100%	3.0	-

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Employees: Road Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	42	45	42	3	7%
4 - 6	5	6	6	0	0%
7 - 9	19	19	19	0	0%
10 - 12	4	4	4	0	0%
13 - 15	2	2	2	0	0%
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	72	76	73	3	4%

T3.7.7

Financial Performance: Road Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R5 740 480	R5 456 187	R5 456 187	R6 337 798	14%
Expenditure:					
Employees	R12 434 865	R13 662 419	R13 905 632	R14 983 696	9%
Repairs and Maintenance	R3 930 388	R4 328 185	R4 368 185	R3 984 584	-9%
Other	R30 216 699	R29 191 622	R28 820 932	R32 503 946	10%
Total Operational Expenditure	R46 581 952	R47 182 226	R47 094 749	R51 472 226	8%
Net Operational Expenditure	R40 841 471	R41 726 039	R41 638 562	R45 134 428	8%

T3.7.8

Capital Expenditure: Road Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R11 866 000	R12 001 058	R12 001 651	1%	
CK 15665 Truck Replace	R1 100 000	R1 096 573	R1 095 111	0%	R 1 100 000
CK 30032 Truck Replace	R600 000	R500 485	R501 480	-20%	R 600 000
Building of Streets: Swartland	R8 466 000	R8 466 000	R8 467 060	0%	R 8 466 000
Roads : Main Road 25 Kelder Pad 80/20 R3 100 000 2010/2011 en R830 000 2012/2013	R1 700 000	R1 938 000	R1 938 000	12%	R 1 700 000

T3.7.9

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

The major projects were the construction of a pedestrian path way in Darling and the resealing of 8 km of roads in the Swartland area. Both projects were implemented according to the service delivery and budget implementation plan.

The IDP has seven strategic outcomes and the provision of roads is aligned to the following four outcomes:

- Outcome 1: A financially sustainable municipality with well-maintained assets;
- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previously neglected areas).

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

3.9 WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

The storm water drainage network in urban areas in the Swartland municipal area comprises a piped system and open drainage channels with a length of approximately 180 km. The drainage system is in a fair condition with some instances of poor conditions. There are still some areas where there are no formal drainage networks and this causes flooding during winter. The upgrading of roads however contributes to the addressing of this backlog as stormwater drainage is installed together with the construction of roads.

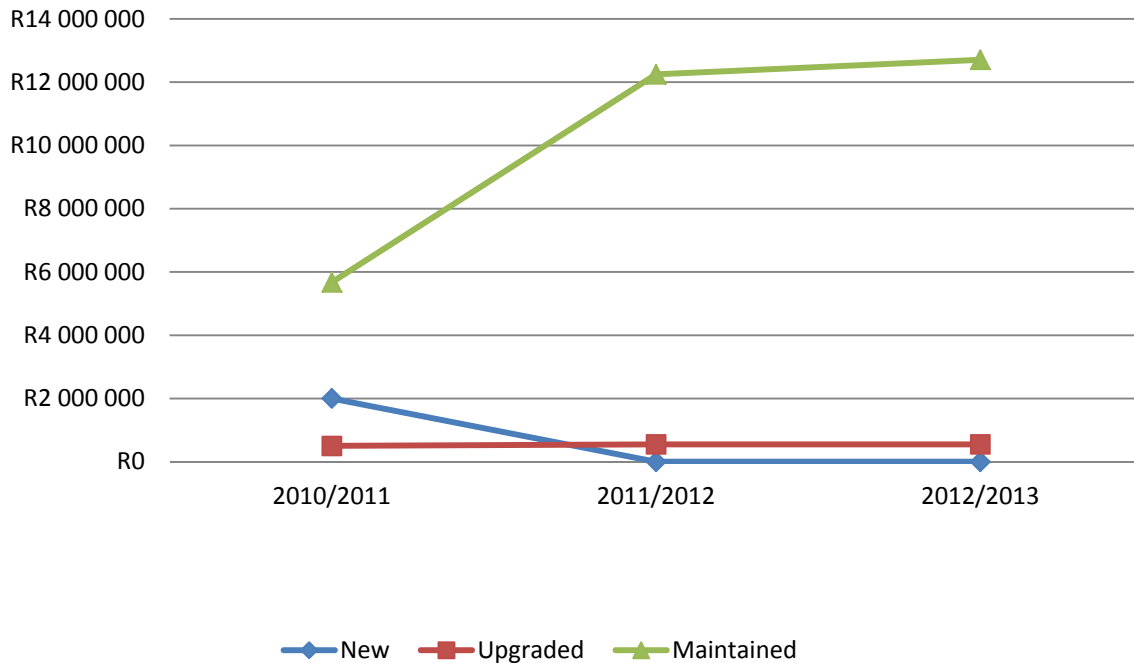
The misuse of the storm water system remains a matter of concern. Blockages that cause flooding frequently occur due to foreign matter entering drainage pipes. Maintaining and cleaning the system is an ever increasing expense and effort.

Stormwater Infrastructure				
	Total Stormwater measures	New stormwater measures	Stormwater measures upgraded	Stormwater measures maintained
2010/2011	182	4	0	182
2011/2012	186	1	0	186
2012/2013	187	1	1	187
				T3.9.2

Cost of Construction/Maintenance			
	Stormwater Measures		
	New	Upgraded	Maintained
2010/2011	R2 000 000	R500 000	R5 671 000
2011/2012	R0	R550 000	R12 245 000
2012/2013	R0	R550 000	R12 706 000
			T3.9.3

Chapter 3

Stormwater infrastructure costs



T3.9.4

Financial Performance: Stormwater Services

T3.9.7 - Refer to Roads

Capital Expenditure: Stormwater Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R 996 113	R 996 113	R 995 498	0%	
Upgrading of Stormwater	R 600 000	R 600 000	R 599 778	0%	
Stormwater Riebeeck West	R 300 000	R 300 000	R 300 000	0%	
Equipment : Streets & Stormwater	R 96 113	R 96 113	R 95 720	0%	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

T3.9.8

COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:

The IDP has seven strategic outcomes and the provision of stormwater is aligned to the following four outcomes:

- Outcome 1: A financially sustainable municipality with well-maintained assets;
- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previous neglected areas).

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

Only one storm water upgrading project to the value of R550 000 was implemented. The project was implemented in accordance with the service delivery and budget implementation plan.

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

INTRODUCTION TO PLANNING AND DEVELOPMENT

This municipality has approved its new Spatial Development Framework in May 2012. This document sets out broad principles for future developments, as well as where such developments can take place within the demarcated urban edges of all towns and in the rural areas. All land use planning applications being evaluated against the broad principles before recommendations for decision making be made.

This municipality has furthermore also compiled a set of integrated zoning scheme regulations applicable to the total area of Swartland and the municipality awaits final approval from the Provincial Legislature.

These two documents, together with sufficient bulk infrastructure create the opportunities for economic development to take place in order to broaden the development footprint of Swartland. The challenges lies to attract the right development at the right time and place in order to utilise such bulk infrastructure as provided to create value for money.

3.10 PLANNING

INTRODUCTION TO PLANNING

The main elements of our planning strategies lies in spatial planning and land use management principles. Both these documents have been completed and can easily be used in evaluating development applications.

All land use applications whereby the total process is an internal one and whereby no objections have been received within the public participation are finalised within 90 days.

With regards to building control a performance indicator of 30 days has been set to finalise and/or approved building plans. All building plans have been finalised or approved within the said period and the result is electronically measured monthly. The actual result is 18 days.

The Town Planning Section assists the Building Control Section to such an extent that the town planning comments been sent/make available to drafting / design people much earlier than the official comments on the building plan went out.

Applications for Built Environment						
Detail	Subdivision		Rezoning		Building Plans	
	2011/2012	2012/2013	2011/2012	2012/2013	2011/2012	2012/2013
Planning application received	30	50	19	33	780	727
Determination made in year of receipt	12	37	10	21	808	711
Determination made in following year	10	10	9	4	30	16
Applications withdrawn	1	1	0	0	0	0
Applications outstanding at year end	7	13	0	12	30	16
						T3.10.2

Chapter 3

Planning, Valuation and Building Control Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
4.2.1 Facilitate developments to ensure that they realise and to address possible causes for delay	% of approved developments implemented				100.00%	N/a (no developments)	0.0	-
5.2.1 SDF communication and awareness throughout the Municipality (Manager Planning)	Awareness campaign completed by end of Oct 2012				Yes	Yes	3.0	-
5.2.1 Establishment of an interdepartmental SDF Co-ordination Committee	Committee established by end of Aug 2012				Yes	Yes	3.0	-
	Scheduled quarterly meetings held				Yes	Yes	3.0	-
5.2.1 Implementation of SDF action plans (All departments)	Report on implementation according to agreed programme, timeframes and budgets				Quarterly from Oct 2012	No	0.0	-
						Committee is in process to link action plans to the budget		
	Agree on programme, timeframes and costs and refer to budget prioritisation				-	-	-	By Oct 2013
5.2.1 Review SDF annually with the revision of the IDP	SDF reviewed by end of May annually				Yes	No revisions	0.0	-
5.2.3 Apply conditions of land use approval during implementation of projects	Report continuously on monitoring of the application of conditions				Yes	No	0.0	Yes
						Business Engineering must take this up as the final step of the land use process. It is in the final phase of implementation. Process is complete. Final implementation must be evaluated.		

Chapter 3

Planning, Valuation and Building Control Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Report quarterly on deviations from conditions				Yes	No	0.0	-
						Business Engineering must take this up as the final step of the land use process. It is in the final phase of implementation. Process is complete. Final implementation must be evaluated.		
	Number of non-compliance				-	-	-	0 maximum
Indicators from IDP (from 2010/11)								
Provide an efficient and effective land use management service	% applications processed within 2 weeks	90%	100%	3	90%	100%	3.3	-
Maintain comprehensive development guidelines	Annual review of development guidelines completed by end of March	Yes	Yes	3	Yes	Yes	3.0	-
Ensure implementation of the Spatial Development Framework	Awareness campaign with respect to the new Spatial Development Framework completed by end of Sep 2012?	-	-	-	Yes	Yes	-	-
	SDF Interdepartmental Coordinating Committee established by end of August 2012?	-	-	-	Yes	Yes	-	-
	SDF Interdepartmental Coordinating Committee scheduled quarterly meetings held?	-	-	-	Yes	Yes	-	-
	SDF reviewed annually by end of May if necessary?	-	-	-	Yes	Yes	3.0	Yes
	Action plans prioritised and linked to budget (subject to availability of funds)?	-	-	-	-	-	-	Yes
Ensure that properties are valued correctly	Supplementary valuation role updated bi-annually by Dec and Jun?	-	-	-	Yes	Yes	-	Yes

Chapter 3

Planning, Valuation and Building Control Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Optimise the costing structures for the building control service	Cost structure of building plans reviewed by end of November	Yes	Yes	3	Yes	Yes	-	Yes
Undertake site inspections within set timeframes	% of requested site inspections undertaken within 14 days	90%	100%	3	100%	100%	3.0	-
Ensure proper monitoring of the Client Service Charter	% building plans for which acknowledgement of receipt were issued within 48 hours, or immediately after capture by an SMS system	100%	100%	3	100%	100%	3.0	100%
	% building plans finalised within 30 calendar days or for which feedback is provided if not finalised	100%	100%	3	100%	100%	3.0	100%
	% of land use applications for which acknowledgement of receipt were issued within 48 hours, or immediately after capture by an SMS system	100%	100%	3	100%	100%	3.0	100%
	% of land use applications for which feedback is provided within 30 working days and the enquiry is attended to within 90 working days.	100%	100%	3	100%	100%	3.0	100%
Establish good relationships with planning and building related consultants	Annual capacity building meeting with planning and building related consultants held?	Yes	Yes	3	Yes	Yes	-	Yes

Employees: Planning Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	
4 - 6	1	1	1	0	0%
7 - 9	1	1	1	0	0%
10 - 12	3	3	3	0	0%
13 - 15	4	4	4	0	0%
16 - 18	1	1	1	0	0%
19 - 20	0	0	0	0	
Total	10	10	10	0	0%

T3.10.4

Financial Performance: Planning Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R1 538 008	R1 312 413	R1 312 413	R1 976 874	34%
Expenditure:					
Employees	R5 250 390	R5 920 624	R5 940 725	R6 655 895	11%
Repairs and Maintenance	R5 630	R4 663	R4 663	R3 412	-37%
Other	R3 634 773	R1 712 785	R1 964 089	R1 781 983	4%
Total Operational Expenditure	R8 890 793	R7 638 072	R7 909 477	R8 441 290	10%
Net Operational Expenditure	R7 352 785	R6 325 659	R6 597 064	R6 464 416	2%

T3.10.5

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

INTRODUCTION TO ECONOMIC DEVELOPMENT

Swartland Municipality is committed to maximise its contribution to LED and job creation by -

- fully participating in the expanded public works programme (EPWP)
- using labour intensive methods wherever possible
- putting an obligation on service providers to use labour intensive approaches
- supporting labour intensive LED projects
- supporting the interns programme (this has already led to a number of permanent appointments)
- creating an enabling environment for investments and other activities that will lead to job creation
- timely delivery in spending on our capital programme
- effective revenue management
- sufficient provision for repairs and maintenance
- having more supply chain open days with a focus on small, medium and micro enterprises (SMME's)
- monitoring red tape issues through the Municipality's performance management system
- a bigger focus on the informal economy, the social economy and a decent work
- facilitating the use of the Jobs Fund
- optimise our bulk infrastructure to create economic development and job opportunities
- interacting with the Provincial Government regarding new scheme regulations that will reduce red tape

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- evaluating the appropriateness of our current approach to LED versus the establishment of a more focussed LED unit (affordability / financing?)
- fully supporting the Western Cape as well as the West Coast Economic Development Partnership (EDP)
- shifting paradigms with respect to -
 - economy and tourism boundaries
 - optimum IT efficiency (telecoms)
 - green economy / renewable energy
- looking at possible benefits from the Atlantis corridor.

Jobs Created by LED Initiatives (Excluding EPWP projects)				
	Jobs created No.	Jobs lost/displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created/lost
Total Jobs created				
2012/2013	32	0	32	
Top initiatives				
T03/12/13, Installation of bulk water meters	11	0	11	
T37/11/12: Construction of 11KV transmission line	5	0	5	
T06/12/13: New container gymnasium, Ilinge Lethu	8	0	8	
T16/12/13: Upgrading of water network	8	0	8	
				T3.11.5

Job creation through EPWP* projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
2010/2011	27	279
2011/2012	20	327
2012/2013	26	318
* - Extended Public Works Programme		
		T3.11.6

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Local Economic Development Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
1.1.3 Assist new businesses to establish in the area	Report on the % of municipal goods and services procured from local businesses				Monthly	Monthly from March 2013	3.0	-
	Report on engagements with stakeholders to assist in bringing growth to the area				By May 2013	Yes	3.0	By June 2014
	Report on area of land provided for development opportunities				By March 2013	N/a	0.0	By June 2014
1.1.3 Facilitate new income generating developments	Report on new income generating developments realised during term of Strategic Plan							Annually by May
5.3.1 Complete LED strategy and action plan and align to the District wide competitiveness project	Draft document approved				End of Nov 2012	No	0.0	End of Nov 2013
						Meeting was held on 27 Feb 2013 with Mark Lakey of PGWC i.r.o. assistance with PACA process with the aim to develop a new LED strategy. Combined assistance for Swartland, Cederberg and Bergrivier was approved.		
5.2.1 Focussed marketing of Swartland to optimise the potential of existing infrastructure	Meeting with all private developers to discuss marketing of Swartland				Yes	Yes	3.0	-
Indicators from IDP (from 2010/11)								
Promote local economic development through liaison with business role-players	Annual event with local business held before end of June?	Yes	Yes	3	Yes	Yes (24 July 2012and 20 May 2013)	3.0	Before end of June 2014

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Local Economic Development Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Promote and facilitate the creation of jobs	% of the LED funds actually spent	90%	96.5%	3	90%	0.0%	0.0	90%
						The implementation of the Rise Up project was delayed as a result of the non-availability of national implementation funds.		
Facilitate the creation of jobs through the municipality's LED initiatives (General KPI)	Number of jobs created through Municipality's capital projects (contracts > R200 000)	100	101	3	100	32	3.0	100

COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes: libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes, theatres.

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

3.52 LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

INTRODUCTION TO LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES

Swartland has eight libraries in its area. Three libraries, i.e. those located in Malmesbury, Wesbank and Moorreesburg operate from Monday to Saturday whereas libraries in Riebeeck West, Darling South and Darling North are open from Monday to Friday. Libraries at Chatsworth and Riebeeck Kasteel are open 80 and 84 hours per month respectively. 15 Library workers are on contract and financed by the conditional grant from the Department of Cultural Affairs and Sport.

Museums are operated by the Provincial Government.

SERVICE STATISTICS FOR LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

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Libraries; Archives; Museums; Galleries and Community Facilities Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
None								
Indicators from IDP (from 2010/11)								
Render a quality library service	Number of written complaints from users	1 pm maximum	1 for the year	3	1 pm maximum	1 for the year	3.0	-
	Monthly circulation figures	35 000 pm	39 461 pm average	3.1	40 000 pm	42 195	3.0	40 000 pm
Properly manage libraries	Monthly status reports submitted?	-	-	-	Yes	Yes	-	-
Protect library material through consumer training	Number of annual consumer training programmes	16 (2 per library) for the year	25 cumulative for 8 libraries	4	16 (2 per library) for the year	40 cumulative for 8 libraries	5.0	16 (2 per library) for the year
Improve IT access for libraries	% of libraries SLIMS-equipped	70%	88%	3.8	100%	-	-	-
	% of libraries internet-equipped	70%	88%	3.8	100%	-	-	-
	Number of libraries SLIMS-equipped	-	-	-	8 for the year	7	2.6	-
	Number of libraries internet-equipped	-	-	-	8 for the year	7	2.6	-
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	Quarterly reports submitted by LTO?	-	-	-	Yes	Yes	-	Yes
	Annual financial statements submitted?	Yes	N/a	-	Yes	No	-	Yes
						Not received in time		
	Annual Report by Chairperson submitted by September?	Yes	Yes	3	Yes	Yes	-	Yes
Manage caravan parks effectively	% of the operating budget for maintenance of caravan parks spent	100%	99.3%	3	100%	77.5%	2.3	100%
	% of the capital budget for caravan parks spent	100%	N/a	-	100%	No	0.0	-
						No budget		

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Libraries; Archives; Museums; Galleries and Community Facilities Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Number of written complaints regarding poor infrastructure / administration	5 pm maximum	1 for the year	3	5 pm maximum	2 for the year	3.0	-
	Annual customer survey undertaken during December?	Yes	Yes	3	Yes	Yes	3.0	Yes
	% "good" and "fair" ratings out of the total ratings done by guests	75% minimum	96.4%	3.5	75% minimum	98.6%	3.9	75% minimum
Optimise internet access to the facility	Online booking system established in collaboration with IT by Dec 2012?	-	-	-	Yes	No	0.0	-
					Service is not available			
Provide a safe harbour facility	Number of accidents on slipway due to poor control	0 maximum	0	3	0 maximum	0	3.0	0 maximum
Provide a quality and legally compliant market facility	Number of legal action taken against the SM due to the failure to implement by-law	0 maximum	0	3	0 maximum	0	3.0	0 maximum

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Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	17	17	17	0	0%
4 - 6	24	24	24	0	0%
7 - 9	10	10	10	0	0%
10 - 12	7	7	7	0	0%
13 - 15	2	3	3	0	0%
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	60	61	61	0	0%

T3.52.4

Financial Performance: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R4 654 397	R4 679 011	R4 679 011	R4 760 656	2%
Expenditure:					
Employees	R7 774 094	R7 372 522	R7 539 176	R7 489 102	2%
Repairs and Maintenance	R150 170	R123 150	R192 150	R108 067	-14%
Other	R1 658 495	R1 155 574	R1 572 379	R1 477 112	22%
Total Operational Expenditure	R9 582 759	R8 651 246	R9 303 705	R9 074 281	5%
Net Operational Expenditure	R4 928 362	R3 972 235	R4 624 694	R4 313 625	8%

T3.52.5

Capital Expenditure: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R216 000	R72 000	R69 566	-210%	
New Toilet and Fencing: Chatsworth Library	R116 000	R0	R0		
Equipment Corporate: Buildings & Swartland Halls	R100 000	R72 000	R69 566	-44%	

T3.52.6

COMMENT ON THE PERFORMANCE OF LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC) OVERALL:

Six of the eight libraries have free internet access available to the public through the ICT project funded by the Department of Cultural Affairs and Sport. Riebeek West and Chatsworth libraries are in the process of installing computers for the ICT project. Another capital project is planned for Chatsworth library to erect fencing around the building and provide toilet facilities. The average monthly circulation of books between the libraries are 42 180.

3.55 CEMETERIES AND CREMATORIUMS

INTRODUCTION TO CEMETERIES & CREMATORIUMS

Swartland Municipality operates and maintains ten cemeteries. The services provided include the timely and correct preparation of graves for use, maintaining a register of graves and the maintenance of cemeteries to an acceptable level of tidiness. EPWP projects were also implemented for the maintenance of cemeteries. Vandalism of cemeteries and the theft of fences remains a problem throughout the Swartland and the Municipality do not have the resources to effectively deal with this problem.

SERVICE STATISTICS FOR CEMETERIES & CREMATORIUMS

No employees with respect to cemeteries and crematoriums. Employees are included under Parks and Recreation.

T3.55.3: Cemeteries and crematoriums policy objectives taken from IDP - NONE

Financial Performance: Cemeteries and Crematoriums					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R404 366	R357 000	R357 000	R395 816	10%
Expenditure:					
Employees	R114 095	R95 950	R110 420	R143 280	33%
Repairs and Maintenance	R75 054	R84 000	R99 959	R115 715	27%
Other	R183 739	R229 888	R214 320	R206 876	-11%
Total Operational Expenditure	R372 887	R409 838	R424 699	R465 871	12%
Net Operational Expenditure	-R31 479	R52 838	R67 699	R70 055	25%

T3.55.5

Capital Expenditure: Cemeteries and Crematoriums					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R458 500	R404 919	R377 472	-21%	
Cemeteries: Fencing Malmesbury (Old Town)	R158 500	R159 736	R147 942	-7%	
Cemeteries: Grave box for collapsing graves	R120 000	R120 000	R103 698	-16%	
Cemeteries: Fencing Kalbaskraal	R180 000	R125 183	R125 832	-43%	

T3.55.6

Chapter 3

COMMENT ON THE PERFORMANCE OF CEMETERIES & CREMATORIUMS OVERALL:

There were no capital projects in so far as cemeteries are concerned. It must be noted however that the Municipality is in the process of developing three new cemeteries.

The IDP has seven strategic outcomes and the provision of cemeteries is aligned to the following three outcomes:

- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previously neglected areas).

3.56 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

INTRODUCTION TO CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Swartland approved the Swartland Municipal Social Development Policy and Strategy in March 2013. The strategy has five focus areas, under which performance will be discussed below.

3.5.6.1 Child Facilities/Child Development

The Early Childhood Development focus during 2012-2013 was capacity building sessions with staff, governing body and parents. Sessions were conducted in collaboration with partners, for example Department of Social Development, the ECD forum, Community Chest and Centre for Early Childhood Development. A total of eighteen sessions were organised with partners, which is five more than in 2011-2012. Training sessions were supplemented with regular home visits. The ECD community attended and participated well in all trainings presented. The content of capacity building sessions was amongst others:

- Parenting workshops (Broodkraal, Koringberg, Darling, Riverlands)
- Asset Based Community Development
- Non-Governmental Organisation capacity building
- Governing body training
- Basic Organisational Development
- Individual capacity building onsite visits
- Equipment training sessions

The upgraded ECD centre in Chatsworth in collaboration with partners CECD and Afrisam was opened.

3.5.6.2 Services to the vulnerable /Thusong Service Centre

Two permanent staff, namely for Centre Manager and Administrative Assistant, were appointed 1 September 2013. A temporary worker was appointed to assist the Centre Manager with translation services. The centre also has regular visits by Anchor departments, Department of Social Development, Department of Labour, SASSA and SAPS. On an average 419 people gets anchor government services on a monthly basis. The Department of Local Government donated R500 000 for the upgrading of the Ilinge Lethu Thusong Service Centre and the extension was completed at the cost of R513 003. The extension is to be used by SASSA for a permanent office in Malmesbury. Progress has been made with the sustainability of the Ilinge Lethu TSC by getting rental contributions from SASSA and Department of Labour. Cape Access (Office of the Premier) opened a fully equipped computer centre to the community.

Events held at the Thusong Service Centre and in other towns to reduce vulnerability of the community were:

Heritage day, Wellness day, Domestic violence awareness session, Family violence awareness session, After Care services sessions, Drama group sessions.

Home gardens were established in five towns in collaboration with Food basket for Africa.

3.5.6.3 Youth development

A total of 4651 youth were assisted to get access into the economy by means of CV writing, job applications, bursary applications and information distribution. A total of 270 youth were assisted to enter training opportunities. A permanent Community Development Officer (Youth Focus) started September 2012. Twelve holiday programmes reaching approximately 1700 children, were co-ordinated by Swartland Municipality and partially funded in June 2013 in collaboration with partners in ten towns and two rural areas.

The youth office again presented a very successful career exhibition for all high schools and intermediate schools in Swartland. A three day Youth Empowerment Seminar were held in Chatsworth.

Post boxes with the aim of making youth services accessible to youth in remote rural areas, were marketed by means of CV workshops at Kalbaskraal, Koringberg, Broodkraal, Ann Pienaar, Ruststasie, Langgewens farm (Moorreesburg) Abbotsdale, Goedehoop Primary, Riverlands Primary Chatsworth Primary, Welgemeend Primary.

3.5.6.4 Economic development

Entrepreneurial courses by CLimbX and Prosperitas Victus were completed in Riebeek Valley and Malmesbury. Business training workshops were also presented in collaboration with SEDA, West Coast District Municipality (Tourism), South African Business Coalition and SANACO.

Training for small farmers in collaboration with Department of Agriculture was presented on:

Financial management, Pig production and Advanced pig production.

Due to lack of support from other government partners Swartland Municipality's EMC decided to scale down on the focus of establishing small farmers on commonage by the municipality.

3.5.6.5 Coordination of Social Development

The Swartland Social Development Forum presented a Children's Act Workshop in collaboration with Department of Social Development which was presented by ACVV. An outcome of this event was an increase in usage of the Form 22 to ensure problems regarding children is reported officially and followed through.

Chapter 3

Child Care; Aged Care; Social Programmes Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
5.1.1 Finalise Social Development Strategy and submit to council for final approval	Document approved				By Oct 2012	Yes	3.0	-
5.1.1 Establishment of an interdepartmental Social Development Co-ordination Committee	Committee established				By Oct 2012	Yes	3.0	-
	Scheduled quarterly meetings held				Yes (from Jan 2013)	No	0.0	-
						Meeting was scheduled for 18 June for the internal committee and 20 June for the external committee		
5.1.1 Committee must identify projects, prioritise, set objectives and submit to relevant department for budget consideration (All depts according to assigned responsibilities)	Report on activities under the following focus areas: - Child facilities and child development - Youth development - Social development co-ordination - Local economic development - Lobbying for the vulnerable				Quarterly	No	0.0	
						Waiting for final approval of plan and action plans		
	Report submitted				-	-	-	By October 2013
5.1.2 Formalise a working arrangement/partnership	Working arrangement/ partnership formalised and documented				-	-	-	By July 2013
	Memorandum of agreement or memorandum of undertaking signed between Municipality and the organised NGO sector				-	-	-	By Oct 2013

Chapter 3

Child Care; Aged Care; Social Programmes Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2010/11)								
Promote the development of child facilities	Number of capacity building sessions with ECD organisations in the Swartland	8 pa	13 for the year	3.5	10 pa	18 for the year	3.5	10 pa
	Number of meetings with Child Development Forum	4 pa	9 for the year	3.5	4 pa	9 for the year	3.0	-
Promote the capacity of young adults (with special emphasis on towns with low development potential)	Number of youths from the whole Swartland community assisted to access economy (focus on agriculture and protection services)	2000 pa	2909 for the year	3.5	2500 pa	4651 for the year	3.0	2500 pa
	Number of youths from the whole Swartland community assisted to enter training opportunities	200 pa	148 for the year	2.5	200 pa	271 for the year	3.0	-
Promote access to social development services for vulnerable people	Number of people reached through government services at the Illinge Lethu Thusong centre	250 pm	418 pm average	3.25	300 pm	418 pm average	3.3	300 pm
Promote quality of life through life skills development	Number of life skills programmes per month	At least 2 pm	4.25 pm average	3.25	At least 3 pm	3.3 pm average	2.5	-
Support local economic development through skills development (with special emphasis on towns with low development potential)	Number of training workshop held	2 pa	2 for the year	3	2 pa	8 for the year	3.0	2 pa
	Number of training sessions held to support upcoming farmers	-	-	-	-	-	-	4 for the year
Support upcoming farmers	Number of meetings of municipal officials with agricultural forums	10 pa	16 for the year	3	10 pa	13 for the year	3.0	-
	Number of training sessions per year	4 pa	4 for the year	3	4 pa	3 for the year	2.2	-
Support the effective management of food security in the region	Home gardens established in collaboration with Dept of Agriculture in 5 towns of the Swartland Area by end of June?	-	-	-	Yes	Yes	-	-

Chapter 3

Child Care; Aged Care; Social Programmes Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Effective co-ordination of social development	A marketing event at each of the areas served by the YAC post boxes?	-	-	-	Yes	Yes	-	-
	Annual progress reports from organisations benefiting from the Municipality submitted by March?	-	-	-	Yes	Yes	3.0	-

Employees: Child Care; Aged Care; Social Programmes					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	0	1	1	0	0%
7 - 9	0	0	0	0	
10 - 12	2	4	3	1	25%
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	4	7	6	1	14%

T3.56.4

Financial Performance: Child Care; Aged Care; Social Programmes						
Details	2011/2012	2012/2013				
	Actual	Original Budget	Adjustment Budget	Actual	Committed	Variance to Budget
Total Operational Revenue	R137 130	R0	R218 000	R223 046		
Expenditure:						
Employees	R1 304 088	R1 791 008	R1 823 911	R1 454 030		-18.8%
Repairs and Maintenance	R0	R3 000	R3 000	R6 970		132.3%
Other	R523 396	R327 644	R333 595	R288 420		-12.0%
Total Operational Expenditure	R1 827 484	R2 121 652	R2 160 506	R1 749 420		-17.5%
Net Operational Expenditure	-R1 690 353	-R2 121 652	-R1 942 506	-R1 526 374		-28.1%

T3.56.5

Capital Expenditure: Child Care; Aged Care; Social Programmes					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R0	R500 000	R553 003	100%	
Thusong Centre	R0	R500 000	R553 003	100%	

T3.56.6

COMMENT ON THE PERFORMANCE OF CHILD CARE; AGED CARE; SOCIAL PROGRAMMES OVERALL:

The year for the Community Development Division was characterised by new direction through final approval of the Swartland Municipal Social Development Policy and Strategy. Three contract posts were changed to permanent posts and the permanent workers started in September 2013. This could have had an influence on the increase in numbers reached through services. The post box project was finally launched and made services more accessible to rural people. Participation through the Swartland Social Development Forum and ECD forum were consolidated and council made the decision to scale down the focus on agriculture.

Chapter 3

Addressing poverty: Swartland uses the approach of bringing opportunities for development closer to the poor communities. Building strong network also increased the reach of development programmes to rural communities. Poverty alleviation has to be addressed on all levels and by means of a multi disciplinary approach. Therefore collaboration with other stakeholders is of the utmost importance. The impact on poverty is measured by means of the HDI and poverty rate. The poverty rate as measured by Global Insight Regional Explorer (2011) dropped from 2001 to 2010 with 6% in Swartland which is significantly different from the district average which dropped only with 2%. More current figures are not available.

Priority of capital projects and variances:

The total R500 000 was spent for the upgrading of the Thusong Service Centre. There were no variances. Fundraising is still being done for the Kalbaskraal Enrichment Centre, but priorities changed to supporting a Community facility in Wesbank/Staamstaan area.

Five year target: The Swartland Social Development Policy and Strategy need to be implemented. Action plans deriving from the policy will be compiled and implementation will be monitored by the Internal Social Development Committee.

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: pollution control; biodiversity and landscape; and coastal protection.

INTRODUCTION TO ENVIRONMENTAL PROTECTION

Environmental protection involves the following:

- Maintenance of acceptable health standards.
- Create and manage a clean/healthy environment for the community of the Swartland Municipal area.
- Secure that water quality is on a acceptable level set by SANS 241
- Issuing of trading licenses in term of the Business Act
- Vector management
- Air Pollution – dust – odour control
- Pauper burials
- Apply relevant Municipal by-laws

3.59 POLLUTION CONTROL

INTRODUCTION TO POLLUTION CONTROL

Air Quality

The National Environmental Management: Air Quality Act 39 of 2004 (AQA) requires municipalities to introduce Air Quality Management Plans (AQMP) that set out what will be done to achieve the prescribed air quality standards. Municipalities are required to include an AQMP as part of its Integrated Development Plan.

Swartland Municipality's AQMP was approved by Council and forms part of the IDP, as well as that of the West Coast District Municipality.

Dust and odour control form part of the AQMP.

A public participation process took place to inform all people in the Swartland municipal area about the plan.

A Database of Fuel burning processes has been established.

Water Quality

Drinking water are sampled on a monthly basis in the Swartland Municipal area (randomly) to secure that the water quality are on a acceptable level set by (SANS) 241 South Africa National Standards.

When a sample deviates from the standard – a follow up sample will be taken.

Promote a clean and healthy environment

To address all health complaints and applying the By-Law relating to the prevention and suppression of Nuisances – and ensure that all identified even in urban areas are complaint.

Pest control – only on municipal premises as well as a Annual Pest Control programme where we deal with crawling insects as well as rodents in the municipal sewerage / storm water drain system.

Chapter 3

Pollution Control Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
Monitor environmental health	Approval by Council of Air Quality Management Plan				By Jul 2012	Yes	-	-
	Report on water, noise and air pollution monitoring				Monthly	Yes	-	-
Indicators from IDP (from 2010/11)								
Keep the water quality on an acceptable level	Average no of water samples taken	5 pm	5.5 pm average	3	6 pm	6 pm	3.0	6 pm
	% deviation from water standard followed up	100%	100%	3	100%	100%	3.0	100%
Properly address all health complaints	% of relevant complaints addressed within 2 weeks	90%	100%	3	100%	100%	3.0	-
Ensure that all identified erven in urban areas are compliant with standards	% of identified erven cleaned up during financial year?	-	-	-	100%	100%	3.0	-
	Notifications for all erven that have to be cleaned issued by end of November?	-	-	-	Yes	No	-	Yes
						Administration work completed		
Monitor air pollution in the area	Database of fuel burning processes updated by end of March?	Yes	Yes	3	Yes	Yes	3.0	Yes
Provide an effective pest control service	% requests for pest control responded to within 14 days	100.0%	100.0%	3	100.0%	100.0%	3.0	100.0%
	Annual pest control programme completed by end of March?	Yes	Yes	3	Yes	Yes	3.0	Yes

Chapter 3

COMMENT ON THE PERFORMANCE OF POLLUTION CONTROL OVERALL:

Measures taken to improve performance and achievements: Performance objectives – key performance indicators and targets are set. Monthly monitoring is done by the Strategic Manager.

Support is given to those communities that are living in poverty through:

- Ensuring safe drinking water
- Properly address all health complaints
- Ensuring that all identified erven in urban areas are complaint with standards
- Monitoring air pollution in the area
- Annually pest control programme.

3.60 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (E.G. COASTAL PROTECTION)

Chapter 3

Bio-Diversity; Landscape and Other Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
5.2.2 Climate change awareness / strategy / initiatives for Swartland	Formulate strategy / initiatives and implement				By June 2013	First draft completed	3.0	July 2013
	Awareness sessions with all departments				-	-	-	August 2013
	Ensure the co-operation / involvement of other role-players				-	-	-	Continuously
5.2.2 Effectively manage scarce natural resources	Evaluate projects for alternative renewable energy use and report				Quarterly from July 2012	Yes	3.0	-
	Report on the number of projects / programmes that support energy and resource saving				-	-	-	Quarterly after completion of the climate change strategy
Indicators from IDP (from 2010/11) - None								

Chapter 3

3.64 OCCUPATIONAL AND ENVIRONMENTAL HEALTH, AND NON RELATED ENVIRONMENTAL HEALTH

Occupational and Environmental Health, and Non Related Environmental Health Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
None								
Indicators from IDP (from 2010/11)								
Ensure that all the required safety representatives are in place	Number of appointed and elected safety rep's in place on continuous basis	12	15	3	15	15	3.0	15
Reduce injuries on duty	Number of injuries on duty	5 pm maximum	4.75 pm average	3	5 pm maximum	4.6 pm average	3.0	5 pm maximum
Ensure the effective administration of claims	% claims submitted within 14 days from final report from doctor	100%	100%	3	100%	100%	3.0	100%
Ensure that health and safety committees are functional	Quarterly meetings of Health and safety committees held?	-	-	-	Yes	Yes	-	Yes
Effectively manage all injuries	% of job-related injuries per month referred to Compensation Commissioner	100%	100%	3	100%	100%	3.0	-
Ensure that all capital projects comply with safety regulations	% of projects with safety specifications	100%	100%	3	100%	100%	3.0	100%

Employees: Occupational and Environmental Health, and Non Related Environmental Health					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	
4 - 6	0	0	0	0	
7 - 9	0	0	0	0	
10 - 12	1	1	1	0	0%
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	2	2	2	0	0%

T3.64.4

Financial Performance: Health Inspection, Etc					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R0	R0	R0	R0	
Expenditure:					
Employees	R700 916	R767 379	R779 014	R925 073	17%
Repairs and Maintenance	R0	R600	R600	R0	
Other	R44 271	R83 232	R83 332	R71 600	-16%
Total Operational Expenditure	R745 187	R851 211	R862 946	R996 673	15%
Net Operational Expenditure	R745 187	R851 211	R862 946	R996 673	15%

T3.64.5

COMPONENT G: SECURITY AND SAFETY

This component includes: municipal police; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

INTRODUCTION TO SECURITY AND SAFETY

The Swartland Municipal Police (SMPS) was established in 2002 in terms of Section 64 of the South African Police Service Act to proactively ensure the safety of the community.

The core functions of this Service are:

- (a) traffic policing, subject to any legislation relating to road traffic;
- (b) the policing of municipal by-laws and regulations which are the responsibility of the municipality; and
- (c) the prevention of crime.

Chapter 3

3.65 POLICE

INTRODUCTION TO POLICE

The Swartland Municipal Police Services (SMPS) core functions are to reduce crime within the Swartland, proactively police the Municipal by- laws and to enforce the National Road Traffic Act and to reduce road accident fatalities within the Swartland . During the financial year 2012/2013 the Swartland Municipal Police contributed in all three law enforcement disciplines. Performance within the SMPS is subject to resources which includes human resources and vehicles. The Swartland Municipality is divided into 12 wards and the SMPS service all these wards. Social Crime prevention programs and campaigns' were given at schools and awareness to non-governmental organisations. Domestic violence campaigns' and child safety campaigns were also held in disadvantaged communities. On 13 December 2012 the Council decided to restructure the Municipal Police to become a Traffic and Law Enforcement service from 1 July 2013.

Traffic Policing and By-law Enforcement				
	Details	2010/2011	2011/2012	2012/2013
		Actual No.	Actual No.	Actual No.
1	Number of road traffic accidents during the year	1 342	1 252	1 266
2	Number of by-law infringements attended	853	1 568	1 326
3	Number of police officers in the field on an average day	22	13	23
4	Number of police officers on duty on an average day	25	16	26
				T3.65.2

Traffic Policing and By-law Enforcement Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
Investigate financial sustainability of the SMPS	Submit report regarding the implementation of Phase 1 (1 Jan 2012 - 30 June 2012) to the Mayoral Committee				Yes	Yes (June 2012)	3.0	-
	Implementation of Phase 2 - (1) division of functions if possible (2) Rendering of a 12 hour service				With effect from 1 July 2012	No	0.0	-
						Division was not possible		
	Final decision re SMPS				By December 2012	N/a	0.0	-
7.1.1 Effectively address the underfunded mandates regarding driver and vehicle licensing	Implementation				From 1 April 2012	No	0.0	By 1 July 2014
7.1.2 Bi-annual interaction with public prosecutors in respect of withdrawal of traffic fines and court sentences	Bi-annual interaction held				By Dec and June	Only one in Nov 2012	3.0	-
7.1.2 Establish specialised unit for law enforcement after restructuring of Municipal Police to become Traffic and Law Enforcement	Unit established				1 July 2013	Yes (June 2013)	3.0	-
7.1.2 Regular interaction with SAPS	- Meetings on local level - Meetings on Provincial level - Meetings on National level				Weekly Monthly Quarterly	Yes 8/12 months 2/4 quarters	-	-
7.1.2 Investigate partnerships to monitor illegal structures	Investigation completed				End of Oct 2012	No	-	-
						Discussions were held with Overstrand Municipality and it was found that it would not be cost effective to appoint an external service provider. In Overstrand's case the cost amounted to ± R2 million per annum.		

Chapter 3

Traffic Policing and By-law Enforcement Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
7.1.2 Review current by-laws applicable to traffic policing and law enforcement and update where necessary	By-laws reviewed				Before end of June 2013	See note below	-	-
						Project handled on Division Head level		
7.1.3 Major law enforcement awareness campaigns	- with schools, businesses and NGO's - with media - through specialised visible operations				Monthly Weekly Monthly	See note below	-	-
						Project handled on Division Head level		
Indicators from IDP (from 2010/11)								
Comply with strategic objective matrix targets	Monthly Objective Matrix target (%)	80%	74.8% average	2.85	80%	63.7% average	2.5	-
Provide an effective crime prevention and patrolling service	% of total hours worked per month for crime prevention, traffic and by-law enforcement	40%	36.6% average	2.8	40%	25% average	2.4	-
	% of productive hours worked (road blocks)	14%	14.5% average	3	14%	10.4% average	2.4	-
	Number of K78 roadblocks held per month	-	-	-	-	-	-	At least 6 pq
	% of productive hours worked (patrols)	55%	57.1% average	3	30%	57.2% average	4.1	-
	% of patrol hours worked (foot patrols)	15%	16% average	3.1	15%	15.5% average	3.0	-
	Number of scheduled foot patrols worked per month	-	-	-	-	-	-	At least 45 pq
	Average hours per month dedicated to bicycle and motorcycle patrols	40 hrs pm average	46.2 hrs pm average	3.1	30 hrs pm average	6.9 hrs pm average	3.0	-
						Strategic decision by management not to fill vacant posts due to restructuring of the Service		
	Number of vehicle check points held per quarter	-	-	-	-	-	-	At least 45 pq
	Number of by-law operations held	-	-	-	-	-	-	At least 3 pq
Effectively manage speeding fines	% of first notifications issued by service providers within 30 days	100%	100%	3	100%	92%	2.8	100%
Ensure that legal registers are compliant	Monthly maintenance of court and AG registers by service provider done?	-	-	-	Yes	Yes	-	Yes

Chapter 3

Traffic Policing and By-law Enforcement Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Report to council regularly	Monthly report submitted?	-	-	-	Yes	Yes	-	Yes
	Quarterly report submitted?	-	-	-	Yes	Yes	-	-
Compile an annual police plan in line with the relevant legislation	Annual plan submitted to Council by end of April?	Yes	Yes	3	Yes	No	-	-
						Annual Police plan not necessary due to the restructuring of the Mun Police to a Traffic and Law enforcement service		
Undertake pro-active programmes and projects	Number of traffic safety and drug awareness programmes	12 pa	23 for the year	5	10 pa	10 for the year	3.0	At least 10 pa
	Number of by-law awareness campaigns held	-	-	-	-	-	-	At least 10 pa
Reduce alcohol and drug related crime	Number of alcohol / drug / traffic and other crime prevention operations per quarter	400 pa	598 for the year	4	400 pa	524 for the year	3.5	-
Provide a high quality traffic and licensing service	Number of written complaints regarding Municipal Police Service	0 maximum	6 for the year	2.9	0 maximum	5 for the year	2.6	-
	% of provincial decisions obtained within 48 hours	100%	100%	3	100%	100%	3.0	-
	% of queries and request finalised within 48 hours	100%	100%	3	100%	100%	3.0	-
	Number of legal actions taken against Swartland Municipality	0 maximum	0	3	0 maximum	0	3.0	-
Manage funds properly	% cashiers reconciled daily	100%	100%	3	-	-	-	-
	Did all cashiers reconcile on a daily basis?	-	-	-	Yes	Yes	-	-
	Number of daily reconciliations not done	-	-	-	-	-	-	0 maximum
Ensure proper monitoring of the Client Service Charter	% of motor registration and licensing cases handled within 15 - 20 minutes	100%	100%	3	100%	100%	3.0	-

Chapter 3

Employees: Law Enforcement Officers					
Job Level	2011/2012	2012/2013			
Police	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Police Officer & Deputy	1	2	0	2	100%
Other Police Officers	41	44	35	9	20%
0 - 3	4	4	4	0	0%
4 - 6	12	13	11	2	15%
7 - 9	6	7	7	0	0%
10 - 12	0	0	0	0	
13 - 15	3	3	3	0	0%
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	67	73	60	13	18%

T3.65.4

Financial Performance: Law Enforcement					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R3 284 873	R4 028 110	R4 028 110	R3 007 299	-34%
Expenditure:					
Law Enforcement Officers	R10 712 575	R11 422 594	R11 756 245	R10 899 594	-5%
Other employees					
Repairs and Maintenance	R117 841	R112 700	R112 700	R86 899	-30%
Other	R4 148 642	R4 362 370	R4 064 408	R3 754 218	-16%
Total Operational Expenditure	R14 979 058	R15 897 664	R15 933 353	R14 740 711	-8%
Net Operational Expenditure	R11 694 185	R11 869 554	R11 905 243	R11 733 412	-1%

T3.65.5

Capital Expenditure: Law Enforcement					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R890 000	R890 000	R884 000	-1%	
Equipment	R360 000	R360 000	R311 000	-16%	
Replace vehicles (x3)	R530 000	R530 000	R573 000	8%	

T3.65.6

COMMENT ON THE PERFORMANCE OF POLICE OVERALL:

The performance of the Service is also measured on local and provincial level. The SMPS **Key Performance Areas** are crime prevention, traffic policing and by -law enforcement and has the following key performance indicators which is measured monthly and quarterly, **Key performance Indicators** are the following:

Crime prevention;
Foot patrols;
Roadblocks,
Bicycle patrols; and
Commonage patrols.

The Performance target per month is set at 80% .

3.66 FIRE

INTRODUCTION TO FIRE SERVICES

Swartland Municipality have a Fire Service consisting of 2 full time fire officers and 34 voluntary trained municipal workers . The top service delivery priorities for the year under review was :

Fire Prevention

The saving of lives and property

To react rapidly with the available resources to extinguish reported fires

During the year under review the Swartland Fire Service reacted to 347 fires and 80 other incidents within the average turnout time especially within urban areas. The service delivery within the rural areas is still challenging. During this year a new fire fighting vehicle was added to the current fleet which lead to better service delivery .People living in informal settlements were given fire prevention tips to help them as a first line of reaction to the fires. Fire prevention campaigns were also aimed at the poor.

Municipal Fire Service Data					
	Details	2010/2011	2011/2012		2012/2013
		Actual No.	Estimate No.	Actual No.	Actual No.
1	Total fires attended in the year	307	290	262	347
2	Total of other incidents attended in the year	41	35	30	80
3	Average turnout time - urban areas	12	12	12	12
4	Average turnout time - rural areas	22	20	24	22
5	Fire fighters in post at year end	36	36	36	36
6	Total fire appliances at year end	9	9	9	8
7	Average number of appliance off the road during the year	nul	nul	nul	1
					T3.66.2

Chapter 3

Fire Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
7.2.1 Adjust Standard Fire-fighting By-law according to local conditions and adopt	By-law adopted by Council				End of Dec 2012	No	0	-
						Draft by-laws finalised and are evaluated by external service provider		
7.2.1 Annual review of Standard Fire-fighting By-law	By-law reviewed				-	-	-	Annually after adoption
7.2.3 Fire fighting / disaster awareness campaigns	- with schools, businesses, old age homes - with media				Monthly Quarterly	-	-	-
						Are done on Division Head level		
Indicators from IDP (from 2010/11)								
Provide a quality fire fighting service	% of time during month that service is available	100%	100%	3	-	-	-	-
	Service available 100% of the time during a month	-	-	-	Yes	Yes	-	-
	% vehicles operational per month	90%	98.4%	3	-	-	-	-
	Number of vehicles not operational for more than 5 days during the month	-	-	-	0 maximum	-	-	-
	Number of months during which vehicles and equipment inspections were undertaken	12	12	3	-	-	-	-
	Monthly inspection of vehicles and equipment done?	-	-	-	Yes	Yes	-	Yes
	Number of written complaints regarding poor service	2 pm maximum	1 for the year	3	2 pm maximum	2 for the year	3	-
	Complaints regarding firefighting services	-	-	-	-	-	-	0 maximum

Chapter 3

Fire Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Reduce fire risks through continuous public awareness	Number of educational / awareness campaigns	6 pa	12 for the year	3.5	10 pa	13 for the year	3	10 for the year
Properly maintain all supporting infrastructure	Total no of hydrants monitored and repaired	1 200 pa	1 347 for the year	3.4	1200 pa	0 for the year	0	1 200 pa
						Special effort will be made during 2013/14 to inspect all the fire hydrants in conjunction with the Civil Dept.		
Ensure proper monitoring of the Client Service Charter	% fire incidences reacted to within 20 minutes (in town areas) after receipt of a call or immediately after capture by an SMS system	100%	100%	3	100%	100%	3	-
	% of other emergencies receiving immediate attention and feedback when attended to, or immediately after capture by an SMS system	100%	100%	3	100%	100%	3	-

Chapter 3

Employees: Fire Services					
Job Level	2011/2012	2012/2013			
Fire Fighters	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Fire Officer & Deputy	1	1	1	0	0%
Other Fire Officers	1	1	1	0	0%
0 - 3	0	0	0	0	
4 - 6	0	0	0	0	
7 - 9	0	0	0	0	
10 - 12	0	0	0	0	
13 - 15	0	0	0	0	
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	2	2	2	0	0%

T3.66.4

Financial Performance: Fire Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R12	R12	R12	R12	0%
Expenditure:					
Fire fighters	R310 690	R339 640	R339 640	R339 640	0%
Other employees	R1 475 453	R1 554 513	R1 585 354	R1 626 025	4%
Repairs and Maintenance	R125 219	R103 400	R103 400	R125 890	18%
Other	R771 878	R525 149	R527 553	R507 664	-3%
Total Operational Expenditure	R2 683 239	R2 522 702	R2 555 947	R2 599 219	3%
Net Operational Expenditure	R2 683 227	R2 522 690	R2 555 935	R2 599 207	3%

T3.66.5

Capital Expenditure: Fire Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R80 000	R80 000	R76 171	-5%	
Equipment : Fire Fighting	R80 000	R80 000	R76 171	-5%	

T3.66.6

COMMENT ON THE PERFORMANCE OF FIRE SERVICES OVERALL:

The available resources are used to do the best we can to safeguard the community and to respond rapidly to any fire. We have the luxury of having the support of West Coast District Municipal Fire Fighting service who are keen to help where they can.

3.67 OTHER (DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL, CONTROL OF PUBLIC NUISANCES AND OTHER)

INTRODUCTION TO DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL, CONTROL OF PUBLIC NUISANCES, ETC

Disaster management within the municipality are still a big challenge. We do not have dedicated staff to look after disaster management. The Fire Chief is taking the responsibility of disaster management. The top service delivery priorities for the municipality are: to proactively prevent, mitigate, respond and recover from the effects of all disasters. The municipality heavily depends on the support of the West Coast Disaster Management Centre for any back-up to a disaster. Only one big event occurred during the year under review i.e a mini tornado that damaged about 43 houses in Moorreesburg .

Chapter 3

Disaster Management, Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
7.3.1 Compile Disaster Management Plan	Plan completed				End of 1st Qtr 2012	Only 80% completed	0.0	Yes
7.3.1 Annually review Disaster Management Plan	Review completed				-	-	-	Annually after completion of plan
7.3.1 Communication of Disaster Management Plan with role-players	Scheduled meetings held				-	-	-	Quarterly after completion of plan
7.3.1 Disaster readiness drill	Drill conducted				-	-	-	Annually after completion of plan
Indicators from IDP (from 2010/11)								
Utilise disaster management resources optimally	Compilation / annual revision of Disaster Management Plan completed by end of June?	Yes	Yes	3	Yes	No	-	Yes

Financial Performance: Disaster Management					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R0	R0	R0	R0	
Expenditure:					
Employees	R0	R0	R0	R0	
Repairs and Maintenance	R0	R0	R0	R0	
Other	R93 423	R150 000	R150 000	R68 200	-120%
Total Operational Expenditure	R93 423	R150 000	R150 000	R68 200	-120%
Net Operational Expenditure	R93 423	R150 000	R150 000	R68 200	-120%

T3.67.5

COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL OF PUBLIC NUISANCES, ETC OVERALL:

No capital allocations are made in the budget for disaster management per se. In the operational budget an amount of R150 000 are set aside to help community members who have losses through fires destroying their living places.

Disaster Management are also taken seriously by the Civil and Development Departments as they recognises the linkage between disasters and development. The allocation of capital money to address any disaster is still a great challenge.

COMPONENT H: SPORT AND RECREATION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

INTRODUCTION TO SPORT AND RECREATION

Swartland Municipality operates and maintains 14 sports facilities and three public swimming pools. These facilities cater for a variety of sporting codes including soccer, netball, hockey, cricket, rugby, bowls, squash, swimming, weightlifting and athletics. Vandalism of facilities is an area of concern and constant supervision is required as a mitigation measure. Unfortunately full time supervision cannot be provided at all facilities due to the operational cost implications. The cost of the operation and maintenance of sport facilities remains challenge as sport facilities in rural areas do not generate enough income to cover the operation and maintenance expenditure. It must therefore be funded from public revenue sources. Any extensions or new sport fields will increase the burden on public revenue sources.

3.68 SPORT AND RECREATION

Chapter 3

Sport, Parks and Recreation Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
4.3.5 Determine existing resources allocated to sport and recreation and the maximum that the Municipality can allocate based on its financial ability	% of amount allocated for sport and recreation in terms of depreciated value of assets made available on the annual budget for upgrading and refurbishment				100% of the maximum amount determined	N/a	0.0	30% by 2016
4.4.4 Develop a policy on the maintenance of sports facilities and submit to Council for approval	Policy approved				2012	No	0.0	-
						Engineering Department treated the sport policy as a strategic document. Agreements must be concluded with sport clubs to address operational matters. This aspect is handled by Corporate Services and negotiations have already begun. In respect of each of the different clubs a paper trail is in place to document the efforts that were made. Proposed contract amendments i.r.o. Dieprivier were discussed during the management meeting of 18 Jan 2013.		
	Policy implemented				From 2013	No	0.0	-
						See note above		
Indicators from IDP (from 2010/11)								
Implementation of planned park maintenance activities	% of parks and open spaces inspected in accordance with schedule	90%	90%	3	90%	90%	3.0	-
	% of the operating budget allocated for maintenance spent	95%	95%	3	95%	92%	2.9	95%
Ensure availability of swimming pools through proper maintenance	Number of days swimming pools were unavailable due to poor maintenance	0 maximum	0	3	0 maximum	0	3.0	0 maximum

Sport, Parks and Recreation Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Ensure client orientated parks and recreation service provision	Number of legitimate written complaints i.r.o. parks and recreation received	4 pm maximum	0	3	4 pm maximum	0	3.0	-
	% of written correspondence i.r.o. parks and recreation attended to within 10 working days	100%	100%	3	100%	100%	3.0	-

Chapter 3

Employees: Sport and Recreation					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	20	25	23	2	8%
4 - 6	24	26	24	2	8%
7 - 9	4	6	6	0	0%
10 - 12	3	3	2	1	33%
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	-
19 - 20	0	0	0	0	-
Total	52	61	56	5	8%

T3.68.3

Financial Performance 2008/09: Sport and Recreation					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R2 613 004	R2 056 488	R2 056 488	R2 873 481	28%
Expenditure:					
Employees	R8 167 355	R9 605 905	R9 772 198	R9 699 652	1%
Repairs and Maintenance	R912 130	R1 210 066	R1 199 066	R862 637	-40%
Other	R4 123 313	R6 234 199	R5 701 420	R6 147 022	-1%
Total Operational Expenditure	R13 202 798	R17 050 170	R16 672 683	R16 709 311	-2%
Net Operational Expenditure	R10 589 794	R14 993 682	R14 616 195	R13 835 830	-8%

T3.68.4

Capital Expenditure: Sport and Recreation					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R1 817 433	R1 015 031	R996 247	-2%	
Fencing : Dieprivier Sport Ground	R166 921	R129 519	R129 519	0%	
Ilinge Lethu Comm.Gym	R161 512	R251 512	R232 728	-8%	
Ilinge Lethu Comm.Gym	R150 000	R150 000	R150 000	0%	
Kalbaskraal Sport Grounds (Lotto)	R484 000	R484 000	R484 000	0%	
Upgrading of Sports Grounds: R/Wes (Lotto)	R855 000	R0	R0		

T3.68.5

COMMENT ON THE PERFORMANCE OF SPORT AND RECREATION OVERALL:

The IDP has seven strategic outcomes and the provision of sport facilities is aligned to the following three outcomes:

- Outcome 2: Satisfied, well informed clients;
- Outcome 4: Access to affordable and reliable infrastructure;
- Outcome 5: Sustainable development of the municipal area (with special emphasis on previous neglected areas).

Only two capital projects were implemented, i.e. the construction of a broadcasting booth and fencing at the Gene Louw sport fields in Moorreesburg. These projects were implemented in accordance with the service delivery and budget implementation plan.

It must be noted the municipality has made special effort to prepare business plans and funding applications for external sources of funding such as the National Lottery Fund.

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services, ICT services, property services.

3.69 EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councillors; and Municipal Manager).

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
6.1.1 Evaluate organisational readiness in light of approved IDP and strategy and re-align if necessary	Evaluate organisational readiness and re-align if necessary				By Dec 2012	Yes	3.0	-
6.1.1 Regular strategy meetings with top management	Meetings of Management Team held to discuss Chapter 7				Quarterly	Yes all quarters	3.0	Quarterly
6.1.1 Monitor success with actions and processes	Problems addressed and adjustments made if necessary				Quarterly	Yes (Qtr 2)	3.0	Quarterly
6.1.1 Roadshow in all departments with all staff on vision, mission, strategy and goals	Roadshow held				Commencing June/July 2012	Yes	3.0	-
6.1.1 Annually review the strategic plan (IDP) as per legislative requirements	Strategic plan (IDP) reviewed				Annually by May	Yes	3.0	Yes
6.3.1 Effectively attend to reported and identified fraud and corruption cases	Monthly reporting to MM and quarterly reporting to Audit Committee				Monthly and Quarterly	Yes	3.0	-
6.3.1 Fraud and Corruption awareness under staff and the public	Awareness campaign by external service provider for all departments up to supervisor level				Commence Aug 2012	Yes	3.0	Yes
6.3.1 Make staff and public aware of whistle blowing procedure and contact number (Internal Auditor)	Include in above-mentioned awareness campaign				As above	Yes	3.0	Yes
6.3.2 Emphasise and explain existing Value System to address ethics in the workplace	Execute programme				From Sep 2012	Yes	3.0	-
6.3.2 Popularise existing Value System	Execute programme				From Sep 2012	N/a	0.0	-
6.3.2 Educate staff on professionalism and integrity	Agree on and execute programme				From Feb 2013	Yes	3.0	-
6.4.2 Maintain an effective independent Audit Committee function as per legislation	Annual evaluation of Audit Committee by Mayor and MM				Annually	Yes	3.0	Yes
6.4.2 Manage the Municipality in an economically, effective and efficient way	A clean audit obtained				Annually	Yes	3.0	Yes
6.4.3 Revisit Section 53 Role clarification	Role clarification updated				Jan 2013	Yes	3.0	-

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
6.4.4 Investigate cost effectiveness of own offices versus lease offices and the relocation of municipal stores	Investigation completed				Mar 2013	No	0.0	-
						Not viable and not in line with National Treasury's guidelines		
2.1.3 Investigate further appropriate electronic media to obtain suggestions	Investigation completed				By June 2013	Yes	3.0	-
2.1.3 Encourage reaction of public regarding municipal services	Article in quarterly newsletter and local media				Bi-annually	No	0.0	-
						Still working on communication policy to determine mechanisms		
2.2.1 Compile the communication strategy and plan	Strategy and plan compiled				By June 2013	No	0.0	June 2014
						Process ongoing		
2.3.1 Maintain centralised database of all stakeholders and stakeholder forums	Updated corporate stakeholder database				Annually by June	No	0.0	-
						Happens on a continuous basis throughout the year		
2.3.1 Evaluate stakeholder involvement in policy making, projects and programmes	Report on stakeholder involvement (number, place, type, etc) submitted quarterly by every director to be captured on the database system				Quarterly at the end of Feb, May, Aug and Nov	Yes (quarters 1, 2 and 3)	3.0	-
	Discussion of evaluation report by Management Team after completion of communication strategy and plan				-	-	-	Bi-annually
2.3.2 Communicate Area Plans after approval	Communication done as planned				Annually after May	Yes	3.0	Yes
2.3.2 Distribution of ward information pamphlets	Pamphlets distributed				Annually	Yes	3.0	-
Indicators from IDP (from 2010/11)								
Applicable to Municipal Manager:								
Ensure sound management	Number of management meetings	11	14	3	-	-	-	-
	Monthly management meetings held?	-	-	-	Yes	Yes	-	Yes

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Promote implementation by ensuring that the performance of the municipality is monitored	Number of months with performance and financial assessments	10	10	3	-	-	-	-
	Monthly performance and financial assessments done?	-	-	-	Yes	Yes	-	Yes
Promote good governance through the publication of an annual report	Annual Report as required by MFMA (121) tabled before end of January and approved before end of March?	Yes	Yes	3	Yes	Yes	-	Yes
Ensure that participative planning takes place	Number of months during which IDP/Budget process schedule were checked	9	10	3	-	-	-	-
	Monthly checking of IDP/Budget process schedule done?	-	-	-	Yes	Yes	-	Yes
Ensure the organisation functions optimally by maintaining a functional macro-structure	Annual review of the macro structure completed?	Yes	Yes	3	Yes	Yes	-	Yes
Ensure good cooperation between the political and administrative components of the municipality	Performance Management System for Councillors evaluated and revised?	Yes	Yes	3	Yes	Yes	-	Yes
	Compilation of Section 53 role clarification before March 2012?	Yes	Yes	3	-	-	-	-
Improve decision-making through the formalisation of delegations	System of delegations revised?	Yes	Yes	3	Yes	Yes	-	Yes
Ensure that the financial statement fairly represent the position of the Municipality and that performance information is reliable, accurate and complete	Was a clean audit obtained from the Auditor-General?	Yes	Yes	3	Yes	Yes	-	Yes
Applicable to all directors:								
Ensure that capital expenditure is in line with budget and time frames	% of capital budget spent	95%	97%	3	95%	100%	3.0	Between 95% and 105%
Implement capital projects	Average % completion of capital projects	95%	94%	3	95%	100%	3.0	95%
Ensure that operating expenditure is in line with budget and time frames	% of operating budget spent	Between 90% and 100%	96%	3	Between 90% and 100%	96%	3.0	Between 90% and 100%

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Ensure that the workforce is appropriately skilled	% of planned training sessions realised	100%	100%	3	100%	100%	3.0	100%
Implement all council decisions	% of due council decisions initiated	100%	100%	3	100%	100%	3.0	100%
Ensure proper performance and financial monitoring	Number of months during which performance assessments and reconciliation of departmental records of expenditure with finance records were done	10	10	3	-	-	-	-
	Monthly performance assessments and reconciliation of departmental records of expenditure with finance records done?	-	-	-	Yes	Yes	-	Yes
	Number of months where the monthly performance and SDBIP information were provided accurately and timely (2010/11)	n/a	-	-	-	-	-	-
Ensure legal compliance in relation to the annual report	Departmental input to the annual report submitted by due date?	Yes	Yes	3	Yes	Yes	-	Yes
Facilitate adequate budget planning	Budget requests provided to financial department in accordance with the budget time schedule?	Yes	Yes	3	Yes	Yes	-	Yes
Complete all assignments from the municipal manager by set date	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3.0	0 maximum
Address all correspondence in a timely manner	% of all correspondence recorded by Collaborator less than 60 days old	80%	93.1%	3	90%	94.1%	3.0	90%
Implement transformation in the organisation	% of employment opportunities applied for appropriate equity appointments	75%	94.5%	3	75%	50.0%	1.5	75%
Ensure that all procurement comply with the legal process	% compliance with SCM policy with the exception of approved deviations	100%	99.5%	3	100%	100.0%	3.0	100%
Resolve all audit issues	% audit queries for which an action plan was submitted within 10 working days	90%	100%	3	90%	75%	2.5	90%
	% internal actions implemented within agreed time frame	100%	81.9%	2.5	100%	94.0%	3.0	100%

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	-	-	-	100%	100%	3.0	100%
	% of Auditor General's actions implemented within agreed time frame	-	-	-	100%	86%	3.0	100%
Identify risks and implement controls	Confirmation of risk assessment by May annually?	Yes	Yes	3	-	-	-	-
	Quarterly confirmation of risk assessment?	-	-	-	Yes	Yes	-	Yes
Ensure employee involvement through communication	% of invocoms held according to approved schedule	100%	97%	3	100%	92%	3.0	100%
Reduce the average duration of vacancies	Average duration of vacancies after decision was taken by management to fill the post	3 months maximum	4.6 months average		3 months maximum	2.8 months average	3.0	3 months maximum
Promote a productive workforce	% of person days lost per month	4% pm maximum	2.5% pm average		4% pm maximum	3.5% pm average	3.0	4% pm average
Ensure the effective monitoring of the EPWP with respect to implementation and reaching of targets	Number of person days of work created during the financial year	-	14 105 for the year		To be determined	1 679 for the year	3.0	11 792 for the whole organisation
	Number of work opportunities created during the financial year	-	-	-	To be determined	27 for the year	3.0	221 for the whole organisation
Adherence to the Municipality's Virement Policy	Have more than 4 virements with respect to any line item on the budget been done during the financial year?	-	-	-	No	-	-	-
	Not more than 4 virements with respect to any line item on the budget done during the financial year?	-	-	-	-	-	-	Yes
Applicable to the organisation as a whole:								
Manage the drafting of the municipality's IDP	Draft revised IDP adopted by Council before the end of March?	Yes	Yes	3	Yes	Yes	-	Yes
	Final IDP / Annual Plan adopted by Council before the end of May?	Yes	Yes	3	Yes	Yes	-	Yes

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Notice given to the public of the adoption of the IDP within 14 days of the adoption of the plan?	Yes	Yes	3	Yes	Yes	-	Yes
	A copy of the revised IDP submitted to the MEC for local government within 10 days of the adoption of the plan	Yes	Yes	3	Yes	Yes	-	Yes
	Report submitted?	Yes	Yes	3	Yes	Yes	-	Yes
	Summary of the 5 year IDP publicised within 14 days of the adoption of the plan?	Yes	Yes	3	Yes	-	-	-
Encourage the involvement of the local community	SMAF workshops / meetings held in November and April?	Yes	Yes	3	Yes	No	-	Yes
						Only one SMAF meeting held during the month of November		
	Draft annual ward plans completed by end of February?	Yes	Yes	3	Yes	Yes	-	Yes
	IDP public meetings to obtain inputs on draft IDP held in April?	Yes	Yes	3	Yes	N/a	-	Yes
Ensure legal compliance regarding performance management	% of Auditor General requirements with respect to PMS met	85%	100%	3	85%	82%	2.9	85%
Ensure legal compliance regarding integrated development planning	% of Auditor General requirements with respect to IDP and Annual Plans met	90%	100%	3	90%	100%	3.3	90%
Ensure effective performance management	Annual revision of KPIs and targets done by end of May?	Yes	Yes	3	Yes	Yes	-	Yes
MFMA Section 53 and 54: Manage the SDBIP	A draft SDBIP for the budget year submitted to the Executive Mayor no later than 14 days after the approval of an annual budget?	Yes	Yes	3	Yes	Yes	-	Yes
	SDBIP approved by the Executive Mayor within 28 days after the approval of the budget?	Yes	Yes	3	Yes	Yes	-	Yes
	SDBIP made public no later than 14 days after its approval?	Yes	Yes	3	Yes	Yes	-	Yes

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Revisions of the SDBIP, if any, approved by EMC?	Yes	Yes	3	Yes	Yes	-	Yes
	Revisions of the SDBIP, if any, made public?	Yes	Yes	3	Yes	Yes	-	Yes
Structures Act Section 56(3)(a): Executive Mayor must identify and develop criteria in terms of which progress in the implementation of the municipality's strategies, programmes and services can be evaluated, including KPI's	Criteria, including KPI's, identified and developed?	Yes	Yes	3	Yes	Yes	-	Yes
Structures Act Section 56(3)(b): Executive Mayor must evaluate progress against the key performance indicators	Number of months where progress against the KPI's were monitored	11	11	3	-	-	-	-
	Monthly progress against the KPI's monitored?	-	-	-	Yes	Yes	-	Yes
	Number of quarterly evaluations of progress against the KPI's done	4	4	3	-	-	-	-
	Quarterly evaluations of progress against the KPI's done?	-	-	-	Yes	Yes	-	Yes
MFMA Section 72 and 54: Submit a mid-year performance assessment report to Mayoral Committee and Council	Report submitted to Mayoral Committee by 25 January?	Yes	Yes	3	Yes	Yes	-	Yes
	Report submitted to Council by 31 January?	Yes	Yes	3	Yes	Yes	-	Yes
MFMA Section 69 and 53: Manage the performance agreements of the Municipal Manager and senior managers	Draft annual performance agreements for the next year submitted to the Executive Mayor no later than 14 days after the approval of an annual budget	Yes	Yes	3	Yes	Yes	-	Yes
	Copies of the performance agreements submitted to Council and the MEC for local government by end of June?	Yes	Yes	3	Yes	Yes	-	Yes
	Performance agreements made public no later than 14 days after the approval of the SDBIP?	Yes	Yes	3	Yes	Yes	-	Yes

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Annual performance agreements comply with this Act in order to promote sound financial management?	Yes	Yes	3	Yes	Yes	-	Yes
	Annual performance agreements linked to the measurable performance objectives?	Yes	Yes	3	Yes	Yes	-	Yes
Structures Act Section 56(3)(g) and (h): Executive Mayor must annually report on public involvement in the affairs of the municipality	Was such an annual report submitted?	Yes	Yes	3	Yes	Yes	-	Yes
	Regard given to public views and was a report on the effect of consultation on the decisions of the council submitted?	Yes	Yes	3	Yes	Yes	-	Yes
MFMA Section 21(1)(a) and (b): Executive Mayor must co-ordinate the processes for reviewing the IDP	Processes co-ordinated?	Yes	Yes	3	Yes	Yes	-	Yes
	Time schedule adopted by Council before the end of August?	Yes	Yes	3	Yes	Yes	-	Yes
Structures Act Section 56(2): Executive Mayor must ensure proper needs analysis	Needs of the municipality identified?	Yes	Yes	3	Yes	Yes	-	Yes
	Needs reviewed and evaluated in order of priority?	Yes	Yes	3	Yes	Yes	-	Yes
	Strategies, programmes and services to address the needs through the IDP recommended to council?	Yes	Yes	3	Yes	Yes	-	Yes
	The best way to deliver those strategies recommended or determined?	Yes	Yes	3	Yes	Yes	-	Yes
MFMA Section 21(2): Executive Mayor must ensure that the municipality revises the IDP taking into account realistic revenue and expenditure projections for future years	Municipality revised its IDP taking into account realistic revenue and expenditure projections for future years?	Yes	Yes	3	Yes	Yes	-	Yes

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
MFMA Section 21(1)(a): Ensure that the budget, the IDP and budget-related policies are mutually consistent and credible	IDP and budget-related policies mutually consistent and credible?	Yes	Yes	3	Yes	Yes	-	Yes
Secretariat and general support:								
Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	Number of council agendas distributed per quarter according to policy (i.e. 48 hours in advance)	4	5	3	-	-	-	-
	Council agendas distributed each quarter according to policy (i.e. 48 hours in advance)?	-	-	-	Yes	Yes	-	Yes
	Number of months during which EMC agendas were distributed according to policy (i.e. 24 hours in advance)	12	12	3	-	-	-	-
	EMC agendas distributed monthly according to policy (i.e. 24 hours in advance)?	-	-	-	Yes	Yes	-	Yes
	Number of months during which EMC and Council resolutions were distributed according to policy (i.e. within 10 days average) 2010/11	n/a	-	-	-	-	-	-
	Number of months during which ward committee agendas were distributed at least 7 days before the meetings	8	7	3	-	-	-	-
	Ward committee agendas distributed monthly at least 7 days before the meetings?	-	-	-	Yes	Yes	-	Yes
Ensure the timely distribution of resolutions to appropriate officials	Average number of days to distribute EMC, Council and ward committee resolutions according to policy	7 maximum	5.2 days average	3.1	7 maximum	5.1 days average	3.0	7 maximum
Ensure that ward committees are continually engaged	Number of ward committee meetings held per annum	At least 72	84 for the year	3	At least 72	104 for the year	3.0	At least 72

Chapter 3

The Executive, Council, Secretariat and Client Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Promote participative decision-making on ward level	% of resolutions taken per month with ward committee input	25%	49% pm average	3	-	-	-	-
Appropriately manage the filing system	Update of master copy bi-annually in December and June completed?	Yes	Yes	3	-	-	-	-
	Annual update of master copy completed by June?	-	-	-	Yes	Yes	-	Yes
Adequately distribute all incoming correspondence	% of incoming mail referred within 48 hours	80%	100%	3.5	80%	100%	3.8	100%
Manage archives in a legally compliant manner	Number of quarterly inspection reports per year	4	4	3	-	-	-	-
	Quarterly inspection reports submitted?	-	-	-	Yes	Yes	-	Yes
Train all staff in records management	Number of training sessions	4	4	3	1 for the year	1 for the year	3.0	-
Improve access to municipal policies and bylaws	Annual review of policy register completed by end of June?	Yes	Yes	3	Yes	Yes	-	Yes
Ensure that council minutes are placed on the Municipality's website	Council minutes placed on the Municipality's website within 5 days after the council meeting?	Yes	Yes	3	Yes	Yes	-	Yes
Promote internal and external communication	Number of external newsletters distributed	4	4	2.5	4	4	3.0	-
	Number of internal newsletters distributed	4	4	3	4	4	3.0	-
	Annual review of communication plans completed by June?	Yes	No	3	-	-	-	-
	Communication strategy and plan completed by June 2013?	-	-	-	Yes	N/a	-	-
Facilitate the compilation of an annual report	Annual Report tabled in January and approved in March?	Yes	Yes	3	Yes	Yes	-	-
Update delegation register	Annual update of delegation register by June?	Yes	Yes	3	Yes	Yes	-	-

Chapter 3

Employees: The Executive and Council					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	-
4 - 6	0	0	0	0	-
7 - 9	2	2	2	0	0%
10 - 12	1	2	2	0	0%
13 - 15	1	2	2	0	0%
16 - 18	1	1	1	0	0%
19 - 20	0	0	0	0	-
Sect 56	7	7	7	0	0%
Total	12	14	14	0	0%

T3.69.4

Financial Performance: The Executive and Council					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R1 986 000	R2 880 591	R2 880 591	R3 200 431	10%
Expenditure:					
Employees	R13 655 000	R13 970 770	R14 223 594	R14 166 605	1%
Repairs and Maintenance	R45 000	R49 680	R49 680	R49 503	0%
Other	R5 342 000	R4 978 946	R5 909 033	R5 054 091	1%
Total Operational Expenditure	R19 042 000	R18 999 396	R20 182 307	R19 270 198	1%
Net Operational Expenditure	R17 056 000	R16 118 805	R17 301 716	R16 069 767	0%

T3.69.5

Capital Expenditure: The Executive and Council					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R77 000	R197 000	R162 000	52%	
Equipment Council	R12 000	R12 000	R0		
Equipment Municipal Manager	R17 000	R17 000	R8 000	-113%	
Purchase of land: Roads Abbotsdale and Riebeek	R0	R120 000	R107 000	100%	
Equipment Corporate	R48 000	R48 000	R47 000	-2%	

T3.69.6

INTRODUCTION FINANCIAL SERVICES

The finance department consists of approximately 71 employees. The different sections are Budget and Treasury Office, Supply Chain Management, Rates Office, Income Section, Annual Financial Statements, Creditors, Salary Office, Credit Control, Expenditure Section and Fleet Management.

The finance department's primary objective is to assist the Municipal Manager and other Senior Managers to control their budgets and ensure the effective application of financial resources in rendering services to the community.

Financial stability is a cornerstone for sustainable service delivery, and the municipality acknowledges that in all of its planning exercises, be it in budgeting processes, in-year reporting and year-end financial performance reviews.

During the 2010/2011 financial year the municipality started a strategic review of its financial position and financial requirements for the future and expanded on this review in 2011/2012. These reviews led to the identification and documentation of objectives and indicators which were partly included in the IDP of the 2011/2012 financial year and the rest in the 2012/2013 IDP. These indicators, as well as the results of those which could already be measured, are listed below.

In addition the municipality, with financial assistance from the Provincial Treasury, embarked on an exercise to determine predetermined benchmarks and standards for municipalities. This exercise is about completed and the provisional results confirm that the municipality is one of the most financially viable municipalities in the Western Cape. The municipality aims to stabilise the financial position in order to ensure that it remains financially viable in the future and thereby ensuring continuous quality services to its residents.

Chapter 3

Debt Recovery								
Details of the types of account raised and recovered	2011/2012		2012/2013			2013/2014		
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Billed in Year	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected %
Property Rates	R60 458 431	101%	R67 476 158	R67 359 221	104%	R69 013 777	R69 013 777	101%
Electricity - B								
Electricity - C	R154 631 762	97%	R176 376 750	R172 791 755	98%	R185 648 153	R185 648 153	97%
Water - B								
Water - C	R30 113 171	96%	R33 774 707	R33 068 100	96%	R34 845 929	R34 845 929	96%
Sanitation	R20 028 580	99%	R21 160 164	R23 176 549	96%	R24 960 718	R24 960 718	98%
Refuse	R14 690 579	94%	R18 219 597	R18 549 296	94%	R19 286 359	R19 286 359	95%
Other		95%			97%			97%
<i>B- Basic; C= Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them.</i>								T3.70.2

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
1.1.1 Investigate and address the cost reflectiveness of tariffs for municipal services	Investigation and report on cost reflectiveness of tariffs completed				By Oct 2012	0%	0.1	By Oct 2013
						1) Directors provided trade (water and electricity), economical (Refuse and sewerage), property rates and all sundry tariffs at end of October 2012. However the aim to destinct between cost reflective and non cost reflective tariffs to ensure revenue protection was apparently not met. 2) Every director must by end of October 2013 (and annually thereafter) provide the management team with tariffs applicable to his or her department. Director must indicate which are cost reflective and which are not. Also how tariffs compare with other municipalities and motivation why tariffs cannot be made cost reflective. Tariffs to be discussed at budget week in December.		
	Tariffs adjusted appropriately				By Nov 2012	0%	0	-
						1) Directors provided trade (water and electricity), economical (Refuse and sewerage), property rates and all sundry tariffs at end of October 2012. However the aim to destinct between cost reflective and non-cost reflective tariffs to ensure revenue protection was apparently not met.		

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
						2) Every director must by end of October 2013 (and annually thereafter) provide the management team with tariffs applicable to his or her department. Director must indicate which are cost reflective and which are not. Also how tariffs compare with other municipalities and motivation why tariffs cannot be made cost reflective. Tariffs to be discussed at budget week in December.		
1.1.1 Investigate the desirability of cost reflective depreciation charges and determine an appropriate strategy	Investigation and report on desirability of cost reflective depreciation charges completed and appropriate strategy determined				By Oct 2012	100%	3	By Oct 2013
1.1.2 Investigate further processes to increase the debt collection rate	Investigation and report on processes to increase the debt collection rate completed				By July 2012	100%	3	Annually by March
	Annual report submitted on the various projects or processes certified by the Director Fin Services by March				-	-	-	Annually by March
1.1.2 Train all debt collection officials as law enforcement officers	Training completed				By Sep 2012	N/a	-	-
1.1.2 Install water demand management water meters (Eskom distribution areas)	Water meters installed				By Oct 2012	0%	0	379 in Abbotsdale by June 2014
						Part of WDM study		
1.1.2 Continue to vigorously pursue debt collection as prescribed in the Debt Collection Policy	Report quarterly on debt collection				Quarterly	Yes	-	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
1.1.2 Strictly adhere to and apply the Municipality's write-off policies in instances where bad debts occur	Report quarterly on bad debts				Quarterly	No	-	-
						Forms part of the performance management of division head		
1.1.3 Investigate new sources of revenue such as the possibility of installing parking meters or appointing parking marshals on a shared revenue basis	Investigation and report on new sources of revenue completed				By Nov 2012	0%	0	By Nov 2013
1.1.3 Facilitate new income generating developments	Report annually on new income generating developments realised during term of Strategic Plan				Annually by May	0%	0	-
1.1.3 Assist new businesses to establish in the area	Report on engagements with stakeholders such as the Industrial Development Corporation to assist in bringing growth to the area				By May 2013	100%	3	By July 2013
	Report on area of land provided for development opportunities				By March 2013	0%	0	By July 2013
	Determine interest in industrial land in Moorreesburg and report				By March 2014	0%	0	By Nov 2013
	% of larger projects that could be provided with sufficient infrastructure				100%	0%	0	100%
1.1.4 Do long term planning with respect to electricity income	Report on long term planning with respect to electricity income completed				By Oct 2012	100%	3	-
1.1.4 Investigate ways to ensure the losses are limited to the absolute minimum	Report on minimising of electricity losses completed				By Sep 2012	100%	3	-
1.1.5 Continue the process of data cleansing and to reconcile properties on the financial system (Promun) to that of the Deeds Office, Surveyor-General's Office as well as the Valuation Roll	Report quarterly on process of data cleansing				Quarterly	Yes	-	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
1.1.6 Investigate the reasons for the below average grant revenue	Report on below average grant revenue completed				By Oct 2012	No	-	
						Set up a meeting with Mubesko to investigate available sources of grants and subsidies during Feb 2013		
1.1.6 Pursue opportunities for receiving grant funding vigorously	Report annually on opportunities for receiving grant funding				Annually	100%	3	-
1.1.5 Secure more external funding and government grants for soft services including long term funding for operating expenses	Investigate possible external funding sources and government grants				-	-	-	Annually by Sep
1.2.1 Measure and report on financial performance against ratio's and standards	Report on the financial health of the Municipality by means of standards and ratio's with respect to previous fin year				Annually	N/a	-	-
	Report on Municipality's performance against ratio's and standards annually by October				-	-	-	Annually by Oct
1.3.1 Every director must determine where in his or her department this can possibly be done and, if so, how it will be done	Report submitted to Management Team				1st draft: Oct 2012 Final: Nov 2012	0%	0	-
1.3.1 Human Resources must determine what is possible within the collective framework	Report in collaboration with directors submitted to Management Team				By Nov 2012	100%	3	-
1.3.2 Do proper project planning for each capital budget request	Breakdown provided: - Start and completion date - unbundling of project				By end of June 2012	100%	3	-
1.3.2 Determine the effect (including future operating costs) of each capital budget request	Effect determined				By end of June 2013	N/a	-	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
1.3.2 Remove any capital budget request of which the future operating expenses would be unaffordable for the Municipality	Monitor when compiling new annual budget				Annually	100%	3	-
1.3.3 Prioritise municipal services according to priority risk (also consider income generating potential of projects)	Prioritisation completed				End of Oct 2012	100%	3	-
1.4.1 Implement an asset register that complies with Generally Recognised Accounting Practice (GRAP) standards	Go live with the asset register				1 Jul 2012	N/a	-	-
1.4.1 Establish an asset management programme	Asset management programme established				End of June 2013	0%	0	End of June 2014
						Can only commence with the asset management programme once the asset register of R-Data is finalised. Commencement of AMP to be set for Jul 2013		
Indicators from IDP (from 2010/11)								
Ensure general financial viability	% outstanding service debtors to revenue	15.6%	16.6%	3	15.6%	16.6%	3	16.6%
	% cost coverage	6.4%	6.8%	3	6.4%	6.8%	3	6.8%
	% debt coverage	27.0%	16.5%	3	27.0%	16.5%	3	15.5%
A fair property tax structure	Investigate the property tax structure in its totality with specific reference to tariff modelling	-	-	-	By Oct 2012	N/a	-	By Nov 2013
Ensure the effective administration of insurance claims	% claims submitted within 5 days after registration by Asset Manager	90%	95%	3	90%	100%	3	-
	Financial loss due to late submission of insurance claims	R0	R0	3	R0	R0	3	-
	Number of unapproved claims due to assets that is not insured	0	0	3	0	0	3	-
	Submission of draft vehicle and insurance budget to CFO by end of November	Yes	Yes	3	Yes	Yes	-	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Number of months during which insurance claim register were reconciled	12	12	3	12	-	-	-
	Monthly reconciliation of insurance claim register done?	-	-	-	Yes	Yes	-	-
Continuously report on and monitor insurance claims and general control accounts	Number of months during which reports were compiled according to policy	12	12	3	12	-	-	-
	Monthly reconciliation of insurance claim register done?	-	-	-	Yes	Yes	-	Yes
Properly manage fleet	Number of months during which reconciliations took place	12	12	3	12	-	-	-
	Monthly fleet reconciliations done?	-	-	-	Yes	Yes	-	-
Ensure the effective management of assets	Annual asset stock taking completed by end of August?	-	-	-	Yes	Yes	-	Yes
	% of new assets accounted for on the inventory register	-	-	-	100%	98.30%	3	-
Optimise income through effective credit control	% defaulters disconnected per month as per cut-off lists	95%	100%	3	95%	100%	3	-
Appropriately manage defaulters	% of identified defaulters reconnected within standard timeframe	95%	100%	3	95%	100%	3	-
Appropriately manage debt	% recovered debt as at month end (prior to levy)	90%	98.8%	3.1	90%	97.7%	3	90%
	Number of write-off transactions for year	1 per quarter	1 per quarter	3	1 per quarter	1 per quarter	3	1 per quarter
	% debtors handed over end of year	95%	99%	3.1	95%	95%	3	95%
	% of indigent households reached through awareness	95%	96.5%	3	95%	96.3%	3	-
Optimise credit control through continuous trend analysis	% accounts paid per month	90%	98.8%	3.1	-	-	-	-
	Cash received as % of the amount levied in the previous month	-	-	-	90%	N/a	-	90%
Comply with debtor reporting standards	Number of months during which report submitted to CFO	12	12	3	-	-	-	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Monthly submission of debtor report to CFO?	-	-	-	Yes	Yes	-	-
Indigents captured on database	% changes in indigents captured on database	-	-	-	95%	100%	3	-
Ensure access to free basic services	% households earning less than R1100 per month with access to free basic services (General KPI)	100%	100%	3	100%	100%	3	100%
Credit and debt collection policy review	Policy reviewed by end of June 2014?	-	-	-	-	-	-	Yes
Submit financial statements in line with legislation	Annual financial statements submitted before 31 August?	Yes	Yes	3	Yes	Yes	3	Yes
Improve council's income through effective billing	Number of months during which billing was referred to service provider within 4 working days after month end closure	10	12 for the year	3	-	-	-	-
	Billing referred to service provider within 4 working days after month end closure?	-	-	-	Yes	Yes	-	-
Provide accurate service information	R value retained by government due to improper reporting	0	0	3	0	0	3	0
Section 28(4): Table an adjustments budget in council	Adjustments budget tabled in council before end of February?	Yes	Yes	3	Yes	Yes	-	Yes
MFMA Sections 16 and 24: Table and submit an annual budget	Draft annual budget tabled at a council meeting before end of March?	Yes	Yes	3	Yes	Yes	-	Yes
	Final budget tabled before end of May? Yes or No	Yes	Yes	3	Yes	Yes	-	Yes
	Approved annual budget submitted to National and Provincial Treasury before end of June?	Yes	Yes	3	Yes	Yes	-	Yes
Adhere to accounting standards	Number of months during which reporting to Council on the general ledger was done	11	11	3	-	-	-	-
	Monthly reporting to Council on the general ledger done?	-	-	-	Yes	Yes	-	-
MFMA Sections 52 and 71: Submit monthly and quarterly reports	Number of months during which Section 71 reports were submitted	12	12	3	-	-	-	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Monthly Section 71 reports submitted?	-	-	-	Yes	Yes	-	Yes
	Section 52 quarterly report submitted?	Yes	Yes	3	Yes	Yes	-	Yes
MFMA Section 72: Submit Section 72 mid year performance report	Mid Year Performance Report submitted before 25 January?	Yes	Yes	3	Yes	Yes	-	Yes
MFMA Section 21(2): When preparing the annual budget take into account the national budget, provincial budget, national government's fiscal and macro-economic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum	Said budgets, policy, act and agreements taken into account?	Yes	Yes	3	Yes	Yes	-	Yes
MFMA Section 21(2): When preparing the annual budget consult relevant authorities	Relevant authorities consulted?	Yes	Yes	3	Yes	Yes	-	Yes
MFMA Section 21(2): When preparing the annual budget provide, on request, any information relating to the budget to relevant government bodies	Information provided if requested?	Yes	Yes	3	Yes	N/a	-	Yes
Section 23(2): Respond to budget submissions and, if necessary, revise the budget and table amendments for consideration by council	Responded to budget submissions, if any? or N/a	Yes	Yes	3	Yes	Yes	-	Yes
	Budget, if necessary, revised and amendments tabled?	Yes	Yes	3	Yes	Yes	-	Yes
Ensure proper budget control	Number of months during which budget control was done, deviations pointed out and reported to CFO	12	12	3	-	-	-	-
	Monthly budget control done, deviations pointed out and reported to CFO?	-	-	-	Yes	Yes	-	Yes
Do proper financial planning	Draft income budget submitted to CFO by end of November?	Yes	Yes	3	Yes	Yes	-	Yes
Improve council's income through accurate meter readings	% deviation between estimated and actual readings per month	10% pm maximum	1.1% pm average	3	10% pm maximum	1.3% pm average	3	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Properly manage property information	Number of written complaints from public regarding faulty property information	5 pm maximum	0	3	5 pm maximum	1 for the year	3	-
	Number of months during which property register were updated on receipt of listing	12	12	3	-	-	-	-
	Monthly updating of the property register on receipt of listing done?	-	-	-	Yes	Yes	-	-
Improve council's income through the rapid registration of new subsidised clients	% of new subsidised households for which "happy letters" were received by Finance Department connected within one month	100% or N/a	N/a	-	100% or N/a	N/a	-	-
Ensure proper valuation information	Number of months during which valuation information was aligned with Promun	12	12	3	-	-	-	-
	Monthly alignment of valuation information with Promun done?	-	-	-	Yes	Yes	-	-
Ensure proper monitoring of the Client Service Charter	% account enquiries for which feedback is provided within 10 working days and adjustments made before the next account is levied	100%	100%	3	100%	64.57% pm average	1.9	-
	% accounts distributed monthly before the 10th day of each month	100%	96.6%	2.9	100%	100.0%	3	-
Ensure legal compliance	% compliance to applicable legislation	100%	100%	3	100%			
Properly manage expenditure	Number of months during which no order were placed, but paid, that would lead to unauthorised spending	12	12	3	-	-	-	-
	No order were placed, but paid, that would lead to unauthorised spending during the month?	-	-	-	Yes	Yes	-	Yes
	% of correct requisitions sent out by the Chief Purchaser for completion within 3 days from when it landed in his/her Collaborator inbox	80%	97.15 pm average	3.3	80%	90%	3.3	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Properly manage municipal stores and stationary	Number of quarterly stock spot checks done	4	7	3	-	-	-	-
	Quarterly stock spot checks done?	-	-	-	Yes	Yes	-	Yes
	Annual stock-taking completed by end of June?	Yes	Yes	3	Yes	Yes	-	Yes
	Number of monthly balancing/reconciliation of the general ledger accounts	12	12	3	-	-	-	-
	Monthly balancing/reconciliation of the general ledger accounts done?	-	-	-	Yes	Yes	-	Yes
	Annual auction held before end of November?	Yes	Yes	3	Yes	Yes	-	Yes
Ensure that all service providers comply with tax clearance certification	Number of months during which it was verified that tax clearance certificates are included with all formal and informal tenders	12	12	3	-	-	-	-
	Monthly verification that tax clearance certificates are included with all formal and informal tenders?	-	-	-	Yes	Yes	-	Yes
Ensure that all service providers are accessible for the municipality	Annual update of the supplier list by inviting new suppliers to register completed before end of March?	Yes	Yes	3	Yes	Yes	-	Yes
Comply with statutory reporting requirements	% of reporting requirement met	50%	100%	3	100%	100%	3	100%
Keep the supply chain management policy relevant and up to date	Review of SCM Policy completed by end of May?	Yes	Yes	3	Yes	Yes	-	Yes
Promote awareness of economic opportunities in the community	Number of information sessions held	1	0	3	-	-	-	-
Job creation opportunities	Number of new jobs created through SCM for contracts smaller than R200 000	N/a	N/a	N/a	-	-	-	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Comply with SCM Regulations - Reg 6: Submit a quarterly report on implementation of the SCM policy to the mayor and make report public	Quarterly report submitted to the Mayor within 10 days of the end of each quarter?	Yes	Yes	3	Yes	Yes	-	Yes
	Quarterly report made public?	Yes	Yes	3	Yes	Yes	-	Yes
Properly manage expenditure	Number of monthly expenditure budget meetings held	10	11	3	-	-	-	-
	Monthly expenditure budget meetings held?	-	-	-	Yes	Yes	-	Yes
	Number of months during which daily reports were in balance at the end of the month	12	10	2.7	-	-	-	-
	Daily reports in balance at the end of the month?	-	-	-	Yes	Yes	-	-
	Number of months during which monthly bank reconciliation and related accounts finalised within 10 working days after end of month	12	10	2.5	-	-	-	-
	Monthly bank reconciliation and related accounts finalised within 10 working days after end of month?	-	-	-	Yes	Yes	-	Yes
Properly manage VAT	Number of months with zero difference between VAT claimed and VAT paid	12	12	3	-	-	-	-
	Zero difference between VAT claimed and VAT paid for the month?	-	-	-	Yes	Yes	-	Yes
Properly manage salary related transactions	Draft budgets completed and submitted to CFO by end of November?	Yes	Yes	3	Yes	Yes	-	Yes
	% of salary related deductions made on time	100%	100%	3	100%	100%	3	-
	Number of months with calculation and payment of income tax	12	12	3	12	-	-	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Calculation and payment of income tax done for the month?	-	-	-	Yes	Yes	-	-
	Calculation and payment of PAYE, UIF and SDL done for the month?	-	-	-	-	-	-	Yes
	Annual feedback by May from SARS re correction of IRP positive?	Yes	Yes	3	Yes	Yes	-	Yes
	Number of valid written complaints regarding salaries	5 pm maximum	2 for the year	3	5 pm maximum	2 for the year	3	-
Pay creditors in a timely fashion	% creditors paid within 30 days	95%	95.6%	3	95%	97.0%	3	95%
Ensure that all monies are accounted for	Number of months during which receipts will be issued for all monies	12	12	3	-	-	-	-
	Monthly issuing of receipts for all monies done?	-	-	-	Yes	Yes	-	-
Ensure that all monies are banked	Number of months during which all monies were banked daily (less than R100 excluded)	12	11	3	-	-	-	-
	Banking of all monies done daily for the month (less than R100 excluded)?	-	-	-	Yes	Yes	-	Yes
Record all financial transactions	Number of transactions not captured during the month	10 pm maximum	0	3	10 pm maximum	0	3	-
Continuously monitor variances	Number of months during which variance report was controlled or checked daily and rectifications done where applicable	12	12	3	-	-	-	-
	Variance report controlled or checked daily and rectifications done where applicable for the month?	-	-	-	Yes	Yes	-	-
Ensure the proper inter-departmental management of income	Number of monthly income budget meetings held	9	10	3	-	-	-	-
	Monthly income budget meetings held?	-	-	-	Yes	Yes	-	-
	Monthly meetings with all directors held?	-	-	-	-	-	-	Yes
Properly manage council's facilities	Number of written booking complaints received	1 pq maximum	0	3	1 pq maximum	1 for the year	3	-

Chapter 3

Financial Service Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
	Number of months during which facility register were updated daily and reconciled monthly	12	12	3	-	-	-	-
	Facility register updated daily and reconciled for the month?	-	-	-	Yes	Yes	-	-
Keep cemetery service on an acceptable standard	Number of written complaints received regarding cemeteries	1 pq maximum	0	3	1 pq maximum	0	3	-
	Number of months during which cemetery register were updated on daily basis	12	12	3	-	-	-	-
	Cemetery register updated on daily basis for the month?	-	-	-	Yes	Yes	-	-
Provide accurate service information	Number of months during which (elec & water) statistics and distribution losses were updated	12	11	2.75	-	-	-	-
	Monthly update of (elec & water) statistics and distribution losses done?	-	-	-	Yes	Yes	-	Yes
Ensure that electricity tariffs comply with legal requirements	Electricity tariffs approved by end of May?	Yes	Yes	3	Yes	Yes	-	Yes
Ensure the proper management of income	Number of months during which daily reports were in balance at the end of the month	12	7	2.5	-	-	-	-
	Daily reports in balance at the end of the month?	-	-	-	Yes	Yes	-	Yes
	Daily reconciliation of cash received?	Yes	Yes	3	Yes	Yes	-	Yes
Ensure local economy benefits through service incentives	% of relevant applications receiving incentives	100% or N/a	N/a	N/a	100% or N/a	N/a	-	-
Ensure that all necessary reconciliations take place in line with legislation	% monthly reconciliation (services, properties, tariffs) done	95%	99% pm average	3	95%	95%	3	-
Optimise reporting	% of working days per month that IGL 998 and IGL 009 daily reports were submitted	95%	100%	3	-	100%	3	-

Chapter 3

Employees: Financial Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	-
4 - 6	37	38	36	2	5%
7 - 9	13	13	12	1	8%
10 - 12	4	4	4	0	0%
13 - 15	2	3	2	1	33%
16 - 18	1	1	1	0	0%
19 - 20	0	0	0	0	-
Total	57	59	55	4	7%

T3.70.4

Financial Performance: Financial Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R19 391 663	R25 347 138	R25 347 138	R21 178 894	-20%
Expenditure:					
Employees	R14 796 017	R15 264 828	R15 753 152	R16 100 020	5%
Repairs and Maintenance	R189 227	R1 319 354	R1 319 354	R154 696	-753%
Other	R11 036 393	R5 758 376	R5 309 106	R4 403 580	-31%
Total Operational Expenditure	R26 021 636	R22 342 558	R22 381 612	R20 658 296	-8%
Net Operational Expenditure	R6 629 974	-R3 004 580	-R2 965 526	-R520 598	-477%

T3.70.5

Capital Expenditure: Financial Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R130 000	R115 598	R115 598	-12%	
Financial CK 20255 Sedan Replace	R130 000	R115 598	R115 598	-12%	
Equipment : Financial	R45 980	R35 324	R29 115	-58%	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</i>					T3.70.6

T3.70.6

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

Total operational revenue amounts to R19,3m, which is 64% below the amount budgeted for in the Adjustments Budget. This is largely due to expected land sales of R6,9m which did not materialise as well as interest on investments which were budgeted for but had to be offset against the interest paid on capital projects financed from external loans.

Total operating expenditure amounts to R26m, which is 21% more than budgeted for in the Adjustments Budget. The over-expenditure is largely due to a loss on the disposal of assets of R3,3m, which were not budgeted for.

Capital expenditure for the Financial Services Directorate is limited to Office Equipment and forms an insignificant part of the total capital budget. There is no indication that the budgetary targets for the Financial Services Directorate, as set in the IDP, cannot be achieved over the term of the IDP.

3.71 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

Human Resources Services consists of five employees providing services to all employees of Swartland Municipality. The services provided include Labour Relations, Recruitment and Selection, Training and Development, Employee Assistance, Employment Equity and all Human Resources Administration with regard to fringe benefits, etc. Human Resources Services performed an excellent and efficient service during the year and were compliant with all legislative and regulatory prescripts.

Chapter 3

Human Resource Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
3.1.2 Compile and implement programme for staff interaction and motivational sessions	Programme compiled and implemented				Annually	100%	3	From 2015
3.1.2 Monitor the level of motivation of the workforce	Perception / satisfaction survey completed				Annually	100%	3	Annually
3.1.3 Develop and implement policy and standards for the recognition of achievement	Policy implemented				By July 2013	0%	0	Annually from July 2014
						Awaiting feedback from Management		
3.2.1 Review induction programme on a regular basis	Review completed				Annually	Yes	-	Annually
3.2.1 Hold training sessions / special equipment programmes according to workplace skills plan	Training provided according to workplace skills plan				Annually	100%	3	Annually
3.2.1 Provide assistance through bursaries	Bursary approval process completed				Annually	100%	3	-
3.2.1 Compile TASK job evaluation policy to ensure regular review of job descriptions	Policy completed				By June 2013	0%	0	-
						Establishment of Job Evaluation Unit on district level currently receiving attention. Process driven by SALGA		
3.2.2 Compile succession / mentorship plan in respect of critical posts	Succession / mentorship plan approved				By June 2013	0%	0	By June 2014
3.2.2 Compile a career path for every staff member	Finalise for levels T12 and higher				By June 2013	100%	3	By July 2013
3.3.1 Workplace safety awareness campaigns in all departments	Awareness campaigns conducted				Commence July 2012 and Bi-annually thereafter	100%	3	Bi-annually

Chapter 3

Human Resource Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
3.3.1 Implement start card (safety checklist) system in all departments as determined by Manager Occupational Health and Safety	System implemented				By Sep 2012	100%	3	By Sep 2013
	System implementation monitored				Quarterly	Yes	3	-
Indicators from IDP (from 2011/12)								
Ensure the efficient and timely administration of appointments	% external appointments made within 3 months after advertising	75%	100%	3	75%	75%	3	75%
Keep the organogram up to date	Annual review of the organogram completed and submitted to Council by end of June?	Yes	Yes	3	Yes	Yes	-	Yes
Keep human resource policies up to date	Number of HR policies reviewed	3 pa minimum	4 for the year	3	3 pa minimum	3 for the year	3	-
	Annual status report submitted to Dir Corporate Services by end of October	-	-	-	-	-	-	Yes
Continuously train and develop staff	Annual review/amendment of the Skills Development Plan completed by end of June?	Yes	Yes	3	Yes	Yes	-	Yes
	Annual report on bursaries submitted in February?	-	-	-	Yes	Yes	-	Yes
Implement skills development	% of the municipality's salary budget actually spent on implementing its workplace skills plan (cumulative) (General KPI)	No target	0.4%	3	1% of the salary budget for the year	1% of the salary budget for the year	3	1% of the salary budget for the year
Implement the Prosperity Partnership	Number of invocom evaluations done	4	4	3	2	3	3	-
Promote employment equity through continuous planning	Compilation/review of Employment Equity plan completed by end of November?	Yes	Yes	3	Yes	Yes	-	Yes
	% of PDI's appointed in terms of the Municipality's approved Employment Equity plan for the month	70%	93.7% average	3	70%	95.80%	4	70%
Ensure legal compliance regarding employment equity reporting	Employment Equity Report submitted to Department of Labour by end of September?	Yes	Yes	3	Yes	Yes	-	Yes

Chapter 3

Human Resource Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Properly manage disciplinary disputes and processes	Bi-annual report compiled and submitted to Management in July and January?	Yes	Yes	3	Yes	Yes	-	Yes
	Number of unfavourable awards for the employer regarding disputes (CCMA)	0 maximum	0	3	0 maximum	0	3	0 maximum
Ensure that the Local Labour Forum complies with legal requirements	Number of planned LLF meetings for the year actually held	9	5 for the year	3	9	6 for the year	3	-
	Quarterly report submitted to the SALGBC	-	-	-	-	-	-	Yes
Promote a productive workforce	% of person days lost per month	3% pm maximum	2.65% pm average	3	3% pm maximum	2.65% pm average	3	3 pm maximum
Maintain a safe working environment	% of person days per month lost due to injuries	2% pm maximum	0.25 pm average	3	2% pm maximum	0.18%	3	2 pm maximum
	% of training budget allocated to safety training	4% of the training budget for the year	13% for the year	4	8% of the training budget for the year	8.3% for the year	3	-
Sufficiently orientate new staff to Swartland values	% of new personnel receiving induction	100%	100%	3	100%	100%	3	100%
Promote the Municipality's spending on skills development	% of Municipality's training budget spent on skills development	25% for the year	28% for the year	3.4	-	-	-	-
Properly manage Staff doing private work	Quarterly report submitted to Municipal Manager on private (outside) work done by staff?	Yes	Yes	3	Yes	Yes	-	Yes
Mainstream the rights of disabled people	% progress with developing a disability policy	100%	100%	3	-	-	-	-
Improve skills levels in the organisation	Annual review of the induction programme completed?	-	-	-	Yes	Yes	-	Yes
	TASK job evaluation policy completed by June 2013?	-	-	-	Yes	No	-	-
						Currently on hold due to SALGA process currently being followed		

Chapter 3

Human Resource Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Institute succession planning and career pathing in the organisation	Succession / mentorship plan completed and approved by June 2013?	-	-	-	Yes	No	-	-
						Clause regarding Succession Planning to be added to Recruitment & Selection Policy - amendment of policy to be discussed at Policy Workshop scheduled for 6 May 2013		
	A career path for every staff member on levels T12 and higher compiled by June 2013?	-	-	-	Yes	Yes	-	-

Chapter 3

Employees: Human Resource Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	-
4 - 6	0	0	0	0	-
7 - 9	2	2	2	0	0%
10 - 12	2	2	2	0	0%
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	-
19 - 20	0	0	0	0	-
Total	5	5	5	0	0%

T3.71.4

Financial Performance: Human Resource Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R531 000	R491 790	R491 791	R473 503	-4%
Expenditure:					
Employees	R1 503 000	R1 539 684	R1 560 619	R1 762 754	13%
Repairs and Maintenance	R0	R0	R0	R0	
Other	R638 000	R1 488 699	R1 322 879	R722 527	-106%
Total Operational Expenditure	R2 141 000	R3 028 383	R2 883 498	R2 485 281	-22%
Net Operational Expenditure	R1 610 000	R2 536 593	R2 391 707	R2 011 778	-26%

T3.71.5

3.72 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

This component includes: Information and Communication Technology (ICT) services.

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The ICT Department of Swartland Municipality provides the following services: telephone and e-mail communication, Internet access, active directory authentication, file storing services, network connectivity between offices, various applications, for example MS Office, Promun and Collaborator. The Department also implements and gives support on all PC's, servers, printers, copiers, telephones, PABX systems, Access / TA (time and attendance) control, wired and wireless networks and includes both hardware and software. The Department consists of 4 full time officials, who support approximately 190 users. Most of the server infrastructure is virtualised and runs on 3 physical servers, connected to a central storage device. The Department is responsible for the backup and restoration of the Municipality's data and also implement and maintain the Municipality's IT Disaster Recovery site. Furthermore, the Department also tries to reduce the Municipality's expenditure by making use of new technology. We have installed a number of VoIP PABX systems at the larger satellite offices in order to utilize our wide area network more effectively, rather than expensive Telkom lines. We e-mail about 3,800 accounts to residents instead of posting printed accounts, which further means a saving on both printing and posting fees. Some of the challenges the department face are, for example, ageing infrastructure, increasing demand for storage space, bandwidth constraints and user training.

Chapter 3

ICT Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
6.5.1 Finalise IT Governance Framework and submit to council for final approval	Document approved				By July 2012	100%	3	-
6.5.1 Communication and awareness throughout the Municipality	Awareness meeting held				July 2012	100%	3	-
6.5.1 Maintain an effective ICT Steering Committee	Scheduled quarterly meetings held				Quarterly	Yes	-	-
6.5.1 Implement and monitor IT Governance Framework	Report on implementation and monitoring				Quarterly from Oct 2012	100%	3	-
6.5.1 Review IT Governance Framework annually if necessary	Document reviewed if necessary				End of May annually if necessary	100%	3	-
6.5.2 Compile ICT Strategic Plan in line with IDP strategy	Document approved				By July 2012	100%	3	-
6.5.2 Implement and monitor ICT Strategic Plan	Report on implementation and monitoring				Quarterly from Oct 2012	100%	3	-
6.5.2 'Participate in annual strategic discussions between Manager Strategic Services and Departments	Annual participation				Annually from Oct 2012	-	-	-
6.5.2 Review ICT Strategic Plan annually together with IDP if necessary	Document reviewed if necessary				End of May annually if necessary	100%	3	-
Indicators from IDP (from 2011/12)								
Ensure that software is legal	% of purchased software licensed	90%	98%	3	-	-	-	-
Ensure timely publication of information provided on website		75%	100%	3	-	-	-	-
Ensure that all personnel have full time access to the computer network	% availability of critical IT resources / services?	95%	99.4%	3	100%	100.0%	3	100%

Chapter 3

ICT Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Address a high percentage of complaints	% of requests lodged with Helpdesk resolved within 48 hours	75%	93.8% pm average	3.1	75%	94.20%	3.8	75%
Ensure proper management of IT systems	Number of IT Committee meetings held	4	3	3	-	-	-	-
	Quarterly IT Committee meetings held?	-	-	-	Yes	Yes	-	Yes
Ensure relevant and efficient IT service and infrastructure	Annual survey of new strategic IT needs and changes in the organisation done and submitted to Management Team by end of October?	-	-	-	Yes	Yes	-	Yes
Availability of appropriate electronic media to obtain suggestions to improve service delivery	Investigation into appropriate electronic media to obtain suggestions to improve service delivery completed by June 2013?	-	-	-	Yes	Yes	-	-

Employees: ICT Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	-
4 - 6	0	0	0	0	-
7 - 9	1	1	1	0	0%
10 - 12	0	0	0	0	-
13 - 15	2	2	2	0	0%
16 - 18	1	1	1	0	0%
19 - 20	0	0	0	0	-
Total	4	4	4	0	0%

T3.72.4

Financial Performance: ICT Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R4 606	R0	R0	R0	
Expenditure:					
Employees	R2 001 473	R1 791 314	R1 816 969	R2 091 074	14%
Repairs and Maintenance	R1 003 557	R288 000	R288 000	R265 926	-8%
Other	R2 340 052	R3 399 075	R3 399 275	R3 015 000	-13%
Total Operational Expenditure	R5 345 082	R5 478 389	R5 504 244	R5 372 000	-2%
Net Operational Expenditure	R5 340 476	R5 478 389	R5 504 244	R5 372 000	-2%

T3.72.5

Capital Expenditure: ICT Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R835 000	R863 964	R833 963	0%	
MS Software	R230 000	R208 348	R208 348	-10%	
Xen	R80 000	R68 778	R68 777	-16%	
Terminal Replacements	R70 000	R59 562	R59 562	-18%	
Scanner Replacements	R20 000	R20 000	R15 302	-31%	
General Capital	R55 000	R158 795	R139 442	61%	
Wireless Network	R150 000	R150 000	R144 555	-4%	
UPS Equipment	R100 000	R67 115	R67 115	-49%	
Backup Solution	R85 000	R75 711	R75 711	-12%	
Monitor Replacements	R45 000	R45 000	R44 496	-1%	
Equipment: Vendor point Yzerfo		R10 655	R10 655		

T3.72.6

Chapter 3

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

The IT strategy is aligned with the strategic objectives of Swartland Municipality's Integrated Development Plan (IDP). The IDP objectives are set out below:

- A financially sustainable municipality with well maintained assets
- Satisfied, involved and well informed clients
- An effective, efficient, motivated and appropriately skilled work force
- Access to affordable and reliable municipal infrastructure
- Sustainable development of the municipal area (with special emphasis on previously neglected areas)
- A lean, integrated, stable and corruption free organisation
- Increased community safety through traffic policing, by-law enforcement and disaster management

The ICT services aid and assist in achieving the IDP strategic objectives in the following manner.

- A stable technology environment and infrastructure to support business units and departments in achieving their objectives
- Reduced down time of systems
- Increased support and optimized application and infrastructure resulting in increased productivity within Swartland Municipality
- Secure and govern IT assets
- Reduce cost through IT without compromising support and productivity
- Bring innovation through IT when required to support economic growth

The current capital projects are to upgrade aging infrastructure, to bring down operating and maintenance cost by making use of virtualization and to bring down capital expenditure by making use of equipment with a longer life cycle.

3.73 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes: property; legal; risk management and procurement services.

INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

The Corporate Services Directorate is responsible for the administration of the Municipality's property portfolio, including the sale and lease of immovable properties and all transactions and contracts relating to same, and to ensure that all related actions and documents are legally compliant.

Legal Services are outsourced but the Directorate assists council, executive structures and the various municipal directorates with, inter alia,

- the interpretation and application of national and provincial legislation;
- policy formulation within the applicable legal frameworks;
- the assessment of legal risks and obtaining legal opinions where necessary; and
- the administration of legal actions and claims on behalf of and against the Municipality.

RISK MANAGEMENT

A fully functional Enterprise Risk Management unit has not been established within Swartland Municipality as it is uneconomical to appoint a fulltime person. However, the appointment of a Chief Risk Officer as a Shared Service between the West Coast District Municipalities to drive enterprise risk management within the municipalities has been identified. Risk Management is one of management's core responsibilities and therefore the Internal Audit unit as part of their consulting services, assisted management with the implementation of risk management.

Operational Risk Assessments have been compiled by each Directorate as well as a Strategic Risk Assessment to determent the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. Risk Management has been implemented in a comprehensive and integrated way, throughout the municipality rather than only in selected business areas or disciplines. The identified risks are prioritised which enables management to focus more time, effort and resources on higher risk areas. Identified high risk areas forms part of the IDP and Performance Management system which ensures that it is monitored on a continuous basis. Also refer T2.6.1

PROCUREMENT

Swartland Municipality has a fully functional Supply Chain department. All the various Bid Committees have been established and are functioning. The municipality has implemented an automated Supplier Database, which is updated on a daily basis. An Exception report is available for a specific period for all changes made on the database regarding bank details, tax clearance certificates, declaration of interest, etc. and is utilised by Management to identify any irregular/unauthorised amendments. A monthly Deviation report is submitted to the CFO and Management Team explanations of all awards made during the previous month where the prescribed SCM processes could not be followed due to certain circumstances such as emergencies, sole supplier, etc.

Long outstanding requisitions and orders are monitored by means of available system reports and forms part of the monthly performance management of the CFO. Delays are communicated to the users.

Chapter 3

Property; Legal; Risk Management; and Procurement Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Indicators from IDP (from 2012/13 only)								
1.1.3 Assist new businesses to establish in the area	% of municipal goods and services procured from local businesses				Determine target and Measure with effect from 1 July 2012	100%	3	-
6.2.1 Revisit Risk Management Framework	Framework finalised				By July 2012	100%	3	Annually by July
6.2.1 Identify risks affecting the organisation	Updated risk assessment (strategic and operational)				By Aug 2012	100%	3	By Aug 2013
6.2.1 Regular monitoring and evaluation of risk assessments	Updating of measurements according to controls implemented				Bi-annually for 2012/13 and 2013/14 Quarterly from 2014/15	75%	2.5	Bi-annually
						Risk Management Policy to be reviewed by Management to finalise impact and likelihood criteria		
6.2.1 Compile RBAP according to updated risk assessments	RBAP updated				Annually	100%	3	Annually
4.3.7 Secure a realistic amount on the annual budget for municipal buildings and facilities	Amount allocated for buildings and facilities in terms of depreciated value of assets must be made available for upgrading and refurbishment				100% by 2016	1.80%	0	30% by 2016
Indicators from IDP (from 2011/12)								
Ensure consistent and accurate performance monitoring	Performance measurement tabled at Audit Committee in Qtr 1 and Qtr 3?	Yes	Yes	3	Yes	Yes	-	Bi-annually
Ensure that management is aware of all audit related issues	Number of months during which reports were submitted	12	12	3	-	-	-	3 pq
	Monthly reports regarding internal audit activities submitted to the Municipal Manager?	-	-	-	Yes	Yes	-	Monthly

Chapter 3

Property; Legal; Risk Management; and Procurement Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Ensure that the Audit Committee is informed of all audit (AG and internal) as well as evaluation reports regarding compliance, controls and risk management	Number of reports submitted to Audit Committee	4	4	3	-	-	-	-
	Reports submitted to Audit Committee regarding risks affecting the Municipality to ensure opinion on combined assurance to Council?	-	-	-	Yes	Yes	-	1 pq
Ensure that the Audit Committee function as per legislation	Number of Audit Committee meetings correctly administered	4	4	3	-	-	-	-
	Audit Committee meetings correctly administered?	-	-	-	Yes	Yes	-	1 pq
Continuously update the risk profile of the Municipality	Compilation of Risk Based Audit Plan (RBAP) completed by end of July and approved by the Audit Committee in Quarter 1?	Yes	Yes	3	Yes	Yes	-	Yes
Reduce risks through the execution of the appropriate RBAP and recommendation of adequate controls	% implementation of the RBAP	60% for the year	61% for the year	3	80% for the year	69% for the year	2.6	80% for the year
						Training of Intern results in audits taking more time. Resignation of Internal Auditor resulted in the compilation of an adjusted audit plan		
	% of outstanding internal audit findings addressed according to scheduled deadlines	-	-	-	100%	80%	3	100%

Chapter 3

Property; Legal; Risk Management; and Procurement Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Ensure proper identification of risks in the Municipality	Annual review and update of risk assessment done by end of May?	Yes	Yes	3	-	-	-	-
	Quarterly review and update of risk assessment of all directorates done?	-	-	-	Yes	2/4 qtrs done	-	1 directorate pq
						Risk Assessments not performed due to the Impact & Likelihood criteria tables to be finalised. Awaited the acceptance and approval of the updated RM Policy		
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	% of Auditor General requests for documents and information effectively obtained and submitted (Audit File)	100%	100%	3	100%	100%	3	100%
	% of outstanding findings addressed according to schedule deadlines	100%	95%	3	100%	79%	2.9	100%
	Comments / action plan obtained for all COMAFS	-	-	-	-	-	-	Yes
	Quality key control report	-	-	-	-	-	-	Yes
Ensure up to date policies	Annual review of policies done?	-	-	-	Yes	Yes	-	Yes
Ensure that council buildings remain functional	% of the operating budget for maintenance of council buildings spent	100%	99.8% for the year	3	100%	97% for the year	2.9	100%
	% of the operating budget for the maintenance of Council houses spent	200%	99.5% for the year	3	100%	99%	3	100%
	% complaints/requests addressed responded to within 24 hours	100%	100%	3	100%	100%	3	100%
Complete road markings on time	% of the operating budget for road markings spent	100%	88.6% for the year	2.7	100%	96% for the year	2.9	100%
	% of road markings work schedule completed	100%	98.6% for the year	3	100%	96% for the year	2.9	100%
	% of requests / complaints addressed within 2 weeks	100%	100%	3	100%	100%	3	100%

Chapter 3

Property; Legal; Risk Management; and Procurement Services Policy Objectives Taken From IDP								
Performance Objectives	Key Performance Indicator	2011/2012			2012/2013			2013/2014
		Target	Actual	Score	Target	Actual	Score	Target
Effectively execute maintenance projects	% of planned and/or unforeseen maintenance projects of council buildings completed	90%	95.8% for the year	3.2	90%	95% for the year	3.2	90% for the year
	% of planned and/or unforeseen maintenance projects of council houses completed	90%	100%	3.3	90%	90% for the year	3	90%
Ensure effective rental management	Annual review of rental policies completed by end of May?	Yes	Yes	3	Yes	Yes	-	Yes
	Quarterly report on the disposal and letting of municipal immovable property submitted to Provincial Treasury?	-	-	-	Yes	Yes	-	-
Ensure that hall facilities are available as requested	% of times per month that halls were available on determined standards	100%	100%	3	100%	100%	3	-
Adequately maintain facility infrastructure	Annual maintenance audit completed by December?	Yes	Yes	3	Yes	Yes	-	Yes
Ensure that annual rental rates comply with legislation	Annual revision of rental rates finalised by end of May?	Yes	Yes	3	-	-	-	-

Chapter 3

Employees: Property; Legal; Risk Management; and Procurement Services					
Job Level	2011/2012	2012/2013			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	-
4 - 6	7	8	8	0	0%
7 - 9	2	2	2	0	0%
10 - 12	3	2	2	0	0%
13 - 15	3	1	1	0	0%
16 - 18	0	0	0	0	-
19 - 20	0	0	0	0	-
Total	15	13	13	0	0%

T3.73.4

Financial Performance: Property; Legal; Risk Management; and Procurement Services					
Details	2011/2012	2012/2013			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	R 0	R 0	R 0	R 0	
Expenditure:					
Employees	R2 775 521	R2 924 225	R2 966 555	R3 119 777	6%
Repairs and Maintenance	R154	R350	R350	R540	35%
Other	R816 756	R825 879	R832 415	R663 324	-25%
Total Operational Expenditure	R 3 592 431	R 3 750 454	R 3 799 320	R 3 783 641	1%
Net Operational Expenditure	R 3 592 431	R 3 750 454	R 3 799 320	R 3 783 641	1%

T3.73.5

Capital Expenditure: Property; Legal; Risk Management; and Procurement Services					
Capital Projects	2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R 100 000	R 72 000	R 69 566	-44%	
Equipment Corporate: Buildings & Swartland Halls	R 100 000	R 72 000	R 69 566	-44%	

T3.73.5

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

INTRODUCTION

Swartland Municipality aims to ensure service delivery of the best possible quality for all the inhabitants of the Municipality. To achieve this, a prime goal of the Municipality's Human Resource Strategy is: **To create a flexible organisation that enables optimal performance by developing and retaining a properly skilled and representative workforce.** Swartland Municipality considers its human resources as one of its most critical assets. This chapter will focus on some of the key issues relating to human resources and other organizational management issues. Issues which will be addressed includes the staffing rate of the municipality, personnel cost, the status quo of retirement funds and medical aid schemes, human resource policies and practices, as well as the remuneration of senior officials and councillors.

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Description	Employees				
	2011/2012	2012/2013			
	Employees No.	Approved Posts No.	Employees No.	Vacancies No.	Vacancies %
Water	43	45	43	2	4%
Waste Water (Sanitation)	25	28	26	2	7%
Electricity	40	40	38	2	5%
Waste Management	66	68	66	2	3%
Housing	3	3	3	0	0%
Waste Water (Stormwater Drainage)	21	24	21	3	13%
Roads	52	52	52	0	0%
Transport	0	0	0	0	
Planning	10	10	10	0	0%
Local Economic Development	0	0	0	0	
Libraries, Archives, Museums, Galleries & Community Facilities	60	61	61	0	0%
Child Care, Aged Care & Social Programmes	5	7	6	1	14%
Pollution Control	0	0	0	0	
Bio Diversity, Landscape & Other	0	0	0	0	
Clinics	0	0	0	0	
Ambulances	0	0	0	0	
Occupational & Environmental Health, Non Related Health	2	2	2	0	0%
Traffic Policing and By-Law Enforcement	66	74	61	13	18%
Fire Services	2	2	2	0	0%
Disaster Management	0	0	0	0	
Sport and Recreation & Parks	52	61	56	5	8%
Executive, Council, Client Service & Secretariat	12	14	14	0	0%
Financial Services	57	59	55	4	7%
Human Resources	5	5	5	0	0%
ICT	4	4	4	0	0%
Property, Legal, Risk Management & Procurement	15	13	13	0	0%
Totals	540	572	538	34	6%

T4.1.1

Chapter 4

Vacancy rate - 2012/2013			
Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	1	0	0%
CFO	1	0	0%
Other S57 Managers (excluding Finance Posts)	5	0	0%
Other S57 Managers (Finance posts)	0	0	-
Police officers	46	11	24%
Fire fighters	2	0	0%
Senior management: Levels 13-15 (excluding Finance Posts)	32	2	6%
Senior management: Levels 13-15 (Finance posts)	4	1	25%
Highly skilled supervision: levels 9-12 (excluding Finance posts)	111	11	10%
Highly skilled supervision: levels 9-12 (Finance posts)	6	0	0%
Total	208	25	12%

T4.1.2

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2010/2011	534	27	5%
2011/2012	540	26	5%
2012/2013	540	30	6%

T4.1.3

COMMENT ON VACANCIES AND TURNOVER:

Swartland Municipality has a very low staff turnover of 6%. No section 57, senior management and highly skilled supervision vacancies existed during the reporting year.

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

Note: MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998.

Policies are not static documents and therefore have to be revised regularly. During the 2012/13 period a process involving all stakeholders, namely employer, councillors and unions, was followed where the following policies were revised, namely the Recruitment and Selection Policy and Outside Work Policy. These revised policies were adopted by the Executive Mayoral Committee with effect from 1 January 2013. During the same process, a new Dress Code Policy was also adopted with effect from 1 January 2013, a new Employee Assistance Policy with effect from 1 May 2013 and a new Perk Vehicle Scheme with effect from 1 June 2013.

4.2 POLICIES

HR policies and plans as on 30 June 2012				
	Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt
1	Acting Allowance	100%		2011-10-01
2	Alcohol and Drug Policy & Procedure	100%		2007-07-01
3	Code of Conduct for employees	100%		Part of Municipal Systems Act
4	Delegations, Authorisation & Responsibility	100%	100%	2013-05-30
5	Disability	100%		2011-10-01
6	Disciplinary Code and Procedures	100%		Collective Agreement
7	Education, Training and Development	50%		In process of compiling new policy
8	Essential Services	0%		
9	Employee Assistance / Wellness	100%		2013-05-01
10	Employment Equity	100%		2009-02-11
11	Exit Management	0%		
12	Gift Policy	100%		2010-08-01
13	Grievance Procedures	100%		Part of Main Collective Agreement
14	HIV/Aids	50%		In process of compiling new policy
15	Information Technology	100%	100%	2012-07-01
16	Job Evaluation	0%		
17	Leave	100%	50%	2011-10-01
18	Occupational Health and Safety	0%		
19	Official Housing	100%	100%	2009-11-01
20	Official Journeys	100%	100%	2012-03-01
21	Official transport to attend Funerals	0%		
22	Overtime	100%		2011-10-01
23	Organisational Rights	100%		Part of Main Collective Agreement
24	Outside Work	100%	100%	2013-01-01
25	Payroll Deductions	100%		Part of Main Collective Agreement
26	Performance Management and Development	0%		
27	Recruitment, Selection and Appointments	100%	50%	2013-01-01
28	Remuneration Scales and Allowances	0%		
29	Resettlement	0%		
30	Sexual Harassment	100%		2010-03-01
31	Smoking	100%	100%	2010-03-01
32	Study Bursary	100%	50%	2010-03-01
33	Work Organisation	0%		
34	Uniforms and Protective Clothing	100%	100%	2012-07-01
35	Other:			
Use name of local policies if different from above and at any other HR policies not listed.				

T4.2.1

T4.2.1

COMMENT ON WORKFORCE POLICY DEVELOPMENT:

Policies are not static documents and therefore have to be revised regularly. During the 2012/13 period a process involving all stakeholders, namely employer, councillors and unions, was followed where the following policies were revised, namely the Recruitment and Selection Policy and Outside Work Policy. These revised policies were adopted by the Executive Mayoral Committee with effect from 1 January 2013. During the same process, a new Dress Code Policy was also adopted with effect from 1 January 2013, a new Employee Assistance Policy with effect from 1 May 2013 and a new Perk Vehicle Scheme with effect from 1 June 2013.

Chapter 4

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and cost of injuries on duty - 2012/2013					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	267	37	13.86%	7	R 0
Temporary total disablement	0	0		0	
Permanent disablement	0	0		0	
Fatal	0	0		0	
Total	267	37	13.86%	53	R 0
T4.3.1					

Number of days and cost of sick leave (excluding injuries on duty) - 2012/2013						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 1-2)	99	47%	21	43	0.18	R 0
Skilled (Levels 3-5)	1 040	28%	124	211	1.93	
Highly skilled production (levels 6-8)	756	19%	92	132	1.41	
Highly skilled supervision (levels 9-12)	628	23%	72	106	1.17	R 0
Senior management (Levels 13-15)	77	23%	16	33	0.14	
MM and S57***	29	21%	6	13	0.05	
Total	2 629	27%	331	538	4.89	R 0
* - Number of employees in post at the beginning of the year						
*Average is calculated by taking sick leave in column 2 divided by total employees in column 5						
T4.3.2						

COMMENT ON INJURY AND SICK LEAVE:

The percentage of employees absent due to sick leave and injury on duty is monitored on a monthly basis and is also part of the performance management system. Whenever the figure exceeds 3%, measures are put in place to address problem areas. Levels of absenteeism due to these reasons are relatively low with an average absenteeism for the period 2012/13 for sick leave being 2.7% and for injury on duty 0.2%. All injuries are investigated thoroughly and if necessary, the Health and Safety Officer addresses the problem areas through training and counselling. Injuries are examined by the municipality's own doctor, and where long or regular periods of sick leave are taken, prognosis reports are requested in order to determine the employees' fitness for duty.

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:

There were no suspension of more than 4 months and any cases of financial misconduct within Swartland Municipality.

4.4 PERFORMANCE REWARDS

No performance rewards are paid to any staff member of Swartland Municipality.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

Note: MSA 2000 S68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.

Swartland Municipality recognizes the obligations placed on it by the Skills Development Act to train and develop employees. In order to empower its employees and enhance its human capital, the Municipality provides various learning and development opportunities for employees and councillors. The Workplace Skills Plan of the Municipality has been submitted to the Local Government SETA and annual implementation reports submitted. During 2012/2013 R66 072.00 was spent on bursaries for existing staff. A study bursary scheme is in place where existing staff can enhance their qualifications.

Chapter 4

4.5 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix														
Management level	Gender	Employees in post as at 30 June 2012	Number of skilled employees required and actual as at 30 June 2012											
			Learnerships			Skills programmes & other short courses			Other forms of training			Total		
		No.	Actual: End of Year 0	Actual: End of Year 1	Target	Actual: End of Year 0	Actual: End of Year 1	Target	Actual: End of Year 0	Actual: End of Year 1	Target	Actual: End of Year 0	Actual: End of Year 1	Target
MM and s57	Female	1												
	Male	6												
Councillors, senior officials and managers	Female													
	Male													
Technicians and associate professionals*	Female	12					229 645	229 645					229 645	229 645
	Male	19					100 177	100 177					100 177	100 177
Professionals	Female	5					100 201	100 201					100 201	100 201
	Male	16					39 127	39 127					39 127	39 127
Sub total	Female	18					329 846	329 846					329 846	329 846
	Male	41					139 305	139 305					139 305	139 305
Total		59		0	0		469 151	469 151		0	0		469 151	469 151
*Registered with professional Associate Body e.g CA (SA)														T4.5.1

Financial Competency Development: Progress Report* - 2012/2013						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
<i>Accounting officer</i>	1	0	1	0	1	0
<i>Chief financial officer</i>	1	0	1	0	1	0
<i>Senior managers</i>	5	0	5	0	5	0
<i>Any other financial officials</i>	62	0	62	0	0	0
Supply Chain Management Officials						
<i>Heads of supply chain management units</i>	1	0	1	0	0	0
<i>Supply chain management senior managers</i>	0	0	0	0	0	0
TOTAL	70	0	70	0	7	0

T4.5.2

Skills Development Expenditure - 2012/2013								
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development					
			Learnerships		Skills programmes & other short courses		Total	
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S57	Female	1						
	Male	6						
Legislators, senior officials and managers	Female							
	Male							
Professionals	Female	5			R45 000	R39 127	R45 000	R39 127
	Male	16			R125 000	R100 201	R125 000	R100 201
Technicians and associate professionals	Female	12			R150 000	R100 120	R150 000	R100 120
	Male	19			R250 000	R229 577	R250 000	R229 577
Clerks	Female	76			R64 000	R25 418	R64 000	R25 418
	Male	34			R35 000	R18 557	R35 000	R18 557
Service and sales workers	Female	19			R39 000	R14 136	R39 000	R14 136
	Male	49			R50 000		R50 000	
Plant and machine operators and assemblers	Female							
	Male	73			R125 000	R108 919	R125 000	R108 919

Chapter 4

Skills Development Expenditure - 2012/2013								
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development					
			Learnerships		Skills programmes & other short courses		Total	
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
Elementary occupations	Female	25			R10 000		R10 000	
	Male	203			R90 000	R55 440	R90 000	R55 440
Sub total	Female							
	Male							
Total		538			R983 000	R691 496	R983 000	R691 496
*% and *R value of municipal salaries (original budget) allocated for workplace skills plan.							0.7%*	*R691496
T4.5.3								

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS:

The Municipal Finance Management Act (MFMA) prescribes that all senior managers and financial officials of municipalities comply to the Minimum Competency Regulations by 1 January 2013. The Municipal Finance Management Programme is therefore a training course that was compiled specifically in terms of the MFMA to enable senior managers and financial officials to adhere to the minimum competencies. The Stellenbosch University was appointed as the service provider to conduct the Municipal Finance Management Programme in the West Coast Region. Swartland Municipality enrolled 26 employees on the programme. The last group finished the programme on 21 November 2012. With regard to the figures in Table 4.5.3 a total amount of R309 000 was spent on the Municipal Finance Management Programme (this includes the training for 3 Financial Management Interns). This expenditure was made outside of the normal training budget and was made from the Financial Management Grant. This was also done outside of the Workplace Skills Plan, although this extra expenditure was reported to the LGSETA in the Annual Training Report.

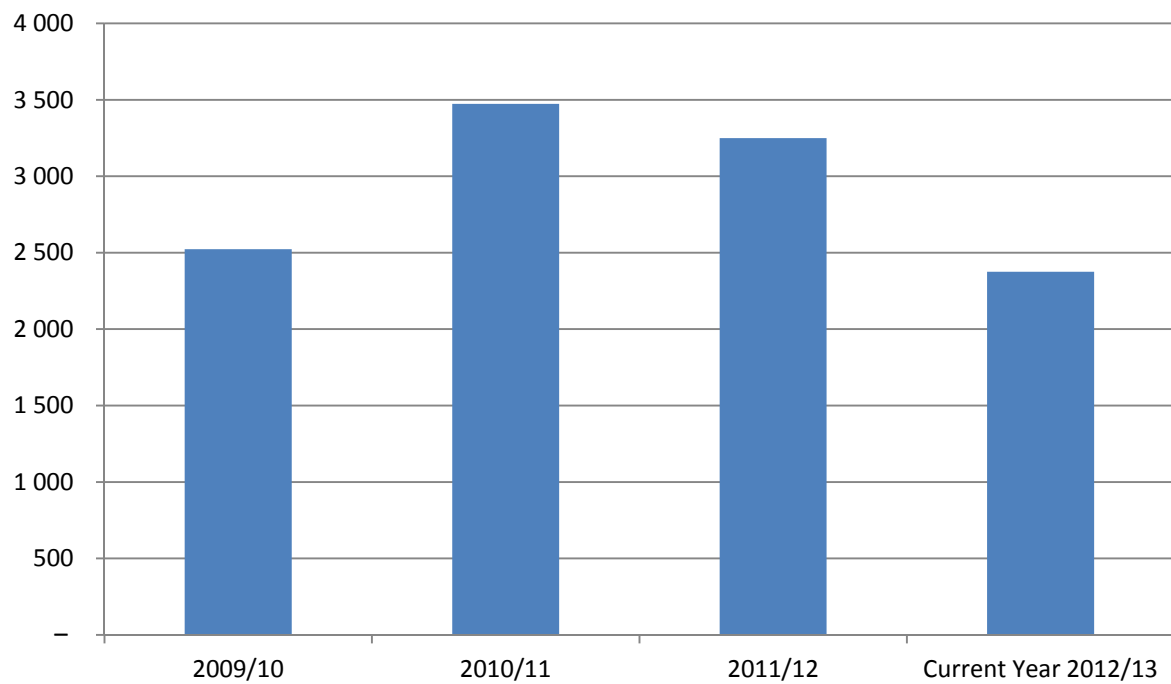
COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

Workforce expenditure is managed effectively, through regular (monthly) budget control meetings to discuss expenditure and rectify any overspending. No appointments are made unless the posts are funded and vacant on the post establishment. In order to obtain value for money from work force expenditure, the mandate for appointment is to appoint the candidate on the minimum notch of the scale unless motivation exists for appointment on a higher notch. The consultation for appointment on a higher notch is done by the Manager: Human Resources and the director concerned. Should consensus not be reached, there should be a cooling-down period of forty-eight (48) hours after which further consultation should take place to reach consensus. Consensus must be reached after the cooling-down period has elapsed.

4.6 EMPLOYEE EXPENDITURE

Workforce Expenditure Trends (R' 000)



Source: MBRR SA22

T4.6.1

Chapter 4

Employees whose salary levels exceed the grade determined by job evaluation - 2012/2013				
Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
General Assistant	2	3	5	Implementation of TASK (Contractual to incumbent)
General Assistant	2	3	8	Implementation of TASK (Contractual to incumbent)
Access Control Officer	1	4	6	Implementation of TASK (Contractual to incumbent)
Meter Reader	1	5	6	Implementation of TASK (Contractual to incumbent)
Cashier	1	5	7	Implementation of TASK (Contractual to incumbent)
Clerk	1	5	7	Implementation of TASK (Contractual to incumbent)
Clerk	2	5	8	Implementation of TASK (Contractual to incumbent)
Secretary	1	6	7	Implementation of TASK (Contractual to incumbent)
Senior Clerk	25	6	7	Implementation of TASK (Contractual to incumbent)
Library Assistant	1	6	8	Implementation of TASK (Contractual to incumbent)
Senior Clerk	10	6	8	Implementation of TASK (Contractual to incumbent)
Senior Meter Reader	1	6	8	Implementation of TASK (Contractual to incumbent)
Senior Clerk	1	6	9	Implementation of TASK (Contractual to incumbent)
Executive Secretary	2	7	8	Implementation of TASK (Contractual to incumbent)
Principal Clerk	2	7	8	Implementation of TASK (Contractual to incumbent)
Senior Storeman	1	7	8	Implementation of TASK (Contractual to incumbent)
Senior Word Processor Operator	1	7	8	Implementation of TASK (Contractual to incumbent)
Principal Clerk	1	7	9	Implementation of TASK (Contractual to incumbent)
Principal Clerk	1	7	10	Implementation of TASK (Contractual to incumbent)
Principal Clerk	2	7	11	Implementation of TASK (Contractual to incumbent)
Process Controller	1	7	12	Implementation of TASK (Contractual to incumbent)
Chief Clerk	1	8	10	Implementation of TASK (Contractual to incumbent)
Technical Assistant	1	8	10	Implementation of TASK (Contractual to incumbent)
Administrative Assistant	1	8	11	Implementation of TASK (Contractual to incumbent)
Chief Clerk	2	8	11	Implementation of TASK (Contractual to incumbent)
Technical Assistant	1	8	11	Implementation of TASK (Contractual to incumbent)
Traffic Officer	1	9	10	Implementation of TASK (Contractual to incumbent)
Harbour Master	1	9	11	Implementation of TASK (Contractual to incumbent)
Personal Assistant to the MM	1	10	11	Implementation of TASK (Contractual to incumbent)
Senior Foreman	2	10	11	Implementation of TASK (Contractual to incumbent)
Senior Foreman	1	10	12	Implementation of TASK (Contractual to incumbent)
Manager Strategic Services	1	16	18	Implementation of TASK (Contractual to incumbent)
				T4.6.3

T4.6.4: Employees appointed to posts not approved - 2012/2013

None

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:

No posts were upgraded and are at variance with normal practice

CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

The municipality is being subjected to extreme external cost pressures which include the effect of the tariff increases of Eskom, labour collective agreements which results in expenditure increases well above the normal inflation rate, the increased cost of fuel due to the declining currency and higher oil prices etc. The municipality is well aware of the effect of the global economic slowdown and the effect it have on the ability of the consumers to pay for services. The municipality therefore embarked on cost saving measures in its budgeting- and actual processes wherever possible.

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

The financial statements of the municipality were audited by the Office of the Auditor-General and found to be unqualified with no other matters. Below are high level summaries of the financial results for the financial year.

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Financial Summary						
Description	2011/2012	2012/2013			2012/2013 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance						
Property rates	R60 452 562	R67 470 515	R67 470 515	R67 470 515	0.0%	0.0%
Service charges	R210 831 753	R240 773 117	R240 773 117	R240 773 117	0.0%	0.0%
Investment revenue	R10 609 144	R12 023 328	R12 023 328	R12 023 328	0.0%	0.0%
Transfers recognised - operational	R39 748 959	R34 701 000	R35 461 454	R35 461 454	2.1%	0.0%
Other own revenue	R28 312 718	R30 505 256	R30 505 256	R30 505 256	0.0%	0.0%
Total Revenue (excluding capital transfers and contributions)	R349 955 136	R385 473 216	R386 233 670	R386 233 670	0.2%	0.0%
Employee costs	R110 426 517	R117 688 673	R120 121 509	R120 121 509	2.0%	0.0%
Remuneration of councillors	R6 619 179	R7 015 760	R7 421 210	R7 421 210	5.5%	0.0%
Depreciation & asset impairment	R67 006 354	R76 853 056	R68 545 885	R68 545 885	-12.1%	0.0%
Finance charges	R5 254 723	R15 864 376	R15 859 858	R15 859 858	0.0%	0.0%
Materials and bulk purchases	R122 558 351	R145 447 132	R145 247 132	R145 247 132	-0.1%	0.0%
Transfers and grants	R1 230 755	R1 363 420	R1 363 420	R1 363 420	0.0%	0.0%
Other expenditure	R72 132 027	R66 247 319	R68 869 708	R68 869 708	3.8%	0.0%
Total Expenditure	R385 227 907	R430 479 736	R427 428 723	R427 428 723	-0.7%	0.0%
Surplus/(Deficit)	-R35 272 771	-R45 006 520	-R41 195 052	-R41 195 052	-9.3%	0.0%
Transfers recognised - capital	R16 819 396	R19 480 000	R27 780 092	R27 780 092	29.9%	0.0%
Contributions recognised - capital & contributed assets	R0	R0	R0			
Surplus/(Deficit) after capital transfers & contributions	-R18 453 375	-R25 526 520	-R13 414 960	-R13 414 960	-90.3%	0.0%
Share of surplus/ (deficit) of associate	R0	R0	R0			
Surplus/(Deficit) for the year	-R18 453 375	-R25 526 520	-R13 414 960	-R13 414 960	-90.3%	0.0%

Chapter 5

Financial Summary						
Description	2011/2012	2012/2013			2012/2013 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Capital expenditure & funds sources						
Capital expenditure	R107 848 085	R86 848 463	R89 008 975	R89 008 975	2.4%	0.0%
Transfers recognised - capital	R15 946 170	R19 480 000	R27 630 092	R27 630 092	29.5%	0.0%
Public contributions & donations	R0	R0	R150 000	R150 000		
Borrowing	R47 343 724	R22 947 970	R14 774 678	R14 774 678	-55.3%	0.0%
Internally generated funds	R44 558 192	R44 420 493	R46 454 205	R46 454 205	4.4%	0.0%
Total sources of capital funds	R107 848 086	R86 848 463	R89 008 975	R89 008 975	2.4%	0.0%
Financial position						
Total current assets	R270 246 813	R216 792 266	R230 741 803	R230 741 803	6.0%	0.0%
Total non current assets	R1 762 109 243	R1 757 527 845	R1 782 696 073	R1 782 696 073	1.4%	0.0%
Total current liabilities	R64 717 238	R55 647 855	R62 506 241	R62 506 241	11.0%	0.0%
Total non current liabilities	R179 987 665	R182 727 709	R176 695 442	R176 695 442	-3.4%	0.0%
Community wealth/Equity	R1 788 906 788	R1 735 944 547	R1 774 236 193	R1 774 236 193	2.2%	0.0%
Cash flows						
Net cash from (used) operating	R58 087 906	R51 551 086	R42 730 893	R42 730 893	-20.6%	0.0%
Net cash from (used) investing	-R106 374 459	-R80 459 388	-R85 077 622	-R85 077 622	5.4%	0.0%
Net cash from (used) financing	R100 253 508	-R6 232 506	-R5 673 484	-R5 673 484	-9.9%	0.0%
Cash/cash equivalents at the year end	R219 210 799	R177 432 613	R171 171 855	R171 171 855	-3.7%	0.0%
Cash backing/surplus reconciliation						
Cash and investments available	R219 210 799	R177 432 615	R171 171 855	R171 171 855	-3.7%	0.0%
Application of cash and investments	R168 775 521	R152 464 883	R94 937 688	R94 937 688	-60.6%	0.0%
Balance - surplus (shortfall)	R50 435 278	R24 967 732	R76 234 167	R76 234 167	67.2%	0.0%
Asset management						
Asset register summary (WDV)	R1 761 651 082	R1 757 074 540	R1 798 483 172	R1 786 144 073	1.6%	-0.7%
Depreciation & asset impairment	R67 006 354	R76 853 056	R68 545 885	R74 104 477	-3.7%	7.5%
Renewal of Existing Assets	R107 848 085	R86 848 463	R79 653 838	R79 653 838	-9.0%	0.0%
Repairs and Maintenance	R15 437 681	R18 196 949	R17 670 899	R17 703 942	-2.8%	0.2%
Free services						
Cost of Free Basic Services provided	R1 169 284	R1 373 180	R1 373 180	R1 700 879	19.3%	19.3%
Revenue cost of free services provided	R18 750 509	R20 887 704	R20 887 704	R25 253 274	17.3%	17.3%
Households below minimum service level						
Water:	0	0	0	0		
Sanitation/sewerage:	0	0	0	0		
Energy:	2 744	1 398	1 398	0		
Refuse:	0	0	0	0		
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A1						

T5.1.1

Financial Performance of Operational Services						
Description	2011/2012	2012/2013			2012/2013 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Operating Cost						
Water	R39 085 677	R44 650 933	R45 020 806	R42 118 577	-6.01%	-6.89%
Waste Water (Sanitation)	R23 780 184	R43 561 461	R39 189 999	R29 200 699	-49.18%	-34.21%
Electricity	R133 430 250	R154 220 113	R154 298 698	R146 722 492	-5.11%	-5.16%
Waste Management	R19 098 721	R22 209 580	R22 247 388	R21 845 437	-1.67%	-1.84%
Housing	R1 123 630	R1 199 987	R1 236 759	R1 360 528	11.80%	9.10%
Component A: sub-total	R216 518 462	R265 842 074	R261 993 650	R241 247 733	-10.19%	-8.60%
Waste Water (Stormwater Drainage)						
Roads	R46 581 951	R47 182 226	R47 094 749	R51 472 226	8.33%	8.50%
Transport						
Component B: sub-total	R46 581 951	R47 182 226	R47 094 749	R51 472 226	8.33%	8.50%
Planning	R8 890 793	R7 638 073	R7 909 478	R8 441 291	9.52%	6.30%
Local Economic Development						
Component B: sub-total	R8 890 793	R7 638 073	R7 909 478	R8 441 291	9.52%	6.30%
Planning (Strategic & Regulatory)						
Local Economic Development						
Component C: sub-total						
Community & Social Services	R9 582 759	R10 435 781	R11 081 948	R11 572 357	9.82%	4.24%
Environmental Protection						
Health						
Security and Safety	R18 760 323	R19 734 846	R19 824 555	R18 693 776	-5.57%	-6.05%
Sport and Recreation	R13 179 298	R17 050 170	R16 672 683	R16 709 311	-2.04%	0.22%
Corporate Policy Offices and Other	R81 792 162	R71 354 666	R71 809 761	R74 722 665	4.51%	3.90%
Component D: sub-total	R123 314 542	R118 575 463	R119 388 947	R121 698 109	2.57%	1.90%
Total Expenditure	R395 305 748	R439 237 836	R436 386 824	R422 859 359	-3.87%	-3.20%
In this table operational income (but not levies or tariffs) is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						

T5.1.2

COMMENT ON FINANCIAL PERFORMANCE:

Savings were affected due to vacant posts not being filled immediately and in lesser interest paid for the year than was budgeted for.

Chapter 5

5.2 GRANTS

Grant Performance						
Description	2011/2012	2012/2013			2012/2013 Variance	
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
Operating Transfers and Grants						
National Government:	R25 307 988	R29 802 000	R29 802 000	R29 738 815	-0.21%	-0.21%
Local Government Equitable Share	R22 887 000	R26 752 000	R26 752 000	R26 752 000		
Municipal Systems Improvement	R821 304	R800 000	R800 000	R756 299		
Finance Management	R1 599 684	R1 250 000	R1 250 000	R1 230 516		
Extended Public Works Programme	R0	R1 000 000	R1 000 000	R1 000 000		
Other transfers/grants						
Provincial Government:	R17 305 021	R4 899 000	R6 033 634	R14 382 614		
Community Development: Workers	R23 884	R27 000	R29 116	R20 257		
Housing	R505 533	R0	R0	R5 404 300		
Libraries	R3 855 917	R4 500 000	R4 500 000	R4 500 000		
Proclaimed Roads Subsidy	R172 000	R172 000	R172 000	R172 000		
Thusong Centre: Operational Support	R0	R0	R218 000	R218 000		
Thusong Centre			R500 000	R500 000		
Disaster Fund	R0	R0	R108 505	R108 505		
Housing Consumer Education Grant	R20 037	R0	R27 197	R7 092		
Financial Management Support Grant	R271 184	R0	R478 816	R420 590		
PAWK: Sport and Recreation	R0	R200 000	R0	R0		
Sondeza	R100 000	R0	R0	R100 000		
Electricity Internal Installation: Darling	R600 000	R0	R0	R0		
Housing Project : Chatsworth	R11 756 466	R0	R0	R2 931 870		
<i>District Municipality:</i>	R0	R0	R0	R0		
<i>[insert description]</i>						
<i>Other grant providers:</i>	R630 452	R0	R125 820	R0		
<i>Cleanest Town</i>	R630 452	R0	R125 820	R0		
Total Operating Transfers and Grants	R43 243 461	R34 701 000	R35 961 454	R44 121 429		

COMMENT ON OPERATING TRANSFERS AND GRANTS:

Overall the grants as budgeted for were realised and were expended. However, National Treasury withheld parts of two grants totalling R463 000 due to the municipality not spending it in time.

Grants Received From Sources Other Than Division of Revenue Act (DoRA)						
Details of Donor	Actual Grant 2011/2012	Actual Grant 2012/2013	2012/2013 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind
Parastatals						
None						
Foreign Governments/Development Aid Agencies						
None						
Private Sector / Organisations						
Lottery	R0	R2 455 000	R0	2013-06-30		Sport Development
PPC	R450 000	R484 000	R0	2012-06-30		Rural Network Study
Roelkor	R89 000	R0	R0	2012-06-30		Sampling Taking Apparatus
C J Pretorius Family Trust		R60 000	R0	2015-06-30		Traffic Circle
Fanie Malherbe: Illinge Lethu Gym		R150 000				
	R539 000	R3 149 000	R0			
<i>Provide a comprehensive response to this schedule</i>						T5.2.3

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

The municipality complied with most of the conditions attached to conditional transfers.

Where the municipality did not comply with the conditions in full, including balances carried forward from the prior year, the amount of unspent grants are reflected in the Statement of Financial Position. This amounts to R4.7m with the Chatsworth Housing Project of R2.9m, the Thusong Centre for R500k and a portion of the National Lottery Grant of R930k being the main unspent grants.

An amount of R438k of the Municipal Systems Improvement Grant as well as R25k of the Finance Management Grant were withheld by the National Treasury, due to the municipality not spending all the grants within stipulated timeframes.

5.3 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

Assets under the control of each department are being managed by the relevant departmental heads. The Chief Financial Officer is responsible for maintaining an asset register for all assets which qualify to be capitalised.

Asset management is guided by the Asset Management Policy of the municipality. The policy is reviewed on an annual basis as part of the budget policies review process to ensure it complies with the latest requirements of GRAP, audit- and treasury directives.

The municipality is, together with the information systems service provider, busy redeveloping an asset register which integrates with the financial system and which will provide much more up to date information on maintenance and renewal requirements. It is however a very time consuming and slow process due to the many aspects of asset management as well as the requirements of GRAP.

Chapter 5

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED 2012/2013				
Asset 1				
Name	Sewerage Malmesbury			
Description	Expansion of capacity of Sewerage Plant			
Asset Type	Sewerage Infrastructure			
Key Staff Involved	Director Civil Services and Senior Manager: Technical Services			
Staff Responsibilities	Oversight on the planning and Construction Phase			
Asset Value		2010/2011	2011/2012	2012/2013
			R51 265 447.59	R25 806 970.00
Capital Implications	Grants and External Funds			
Future Purpose of Asset	Upgrading of Malmesbury Sewerage Works			
Describe Key Issues	Maintaining the asset in future			
Policies in Place to Manage Asset	Asset Management Policy			
Asset 2				
Name	Water : Conservation and demand Management			
Description	Conservation and demand Management			
Asset Type	Electrical Infrastructure			
Key Staff Involved	Director Civil Services and Senior Manager: Technical Services			
Staff Responsibilities	Oversight on the planning and Construction phase			
Asset Value		2010/2011	2011/2012	2012/2013
				R3 500 000.00
Capital Implications	Capital Replacement Fund			
Future Purpose of Asset	Upgrading of Water Networks			
Describe Key Issues	Maintaining the supply of water			
Policies in Place to Manage Asset	Asset Management Policy			
Asset 3				
Name	Upgrading of Streets : Swartland			
Description	Upgrading of Streets			
Asset Type	Roads Infrastructure			
Key Staff Involved	Director Civil Services and Senior Manager: Technical Services			
Staff Responsibilities	Oversight on the Planning and Construction Phase			
Asset Value		2010/2011	2011/2012	2012/2013
				R8 466 000.00
Capital Implications	Capital Replacement Fund			
Future Purpose of Asset	Good maintained roads			
Describe Key Issues	Maintaining the asset in future			
Policies in Place to Manage Asset	Asset Management Policy			
T5.3.2				

COMMENT ON ASSET MANAGEMENT:

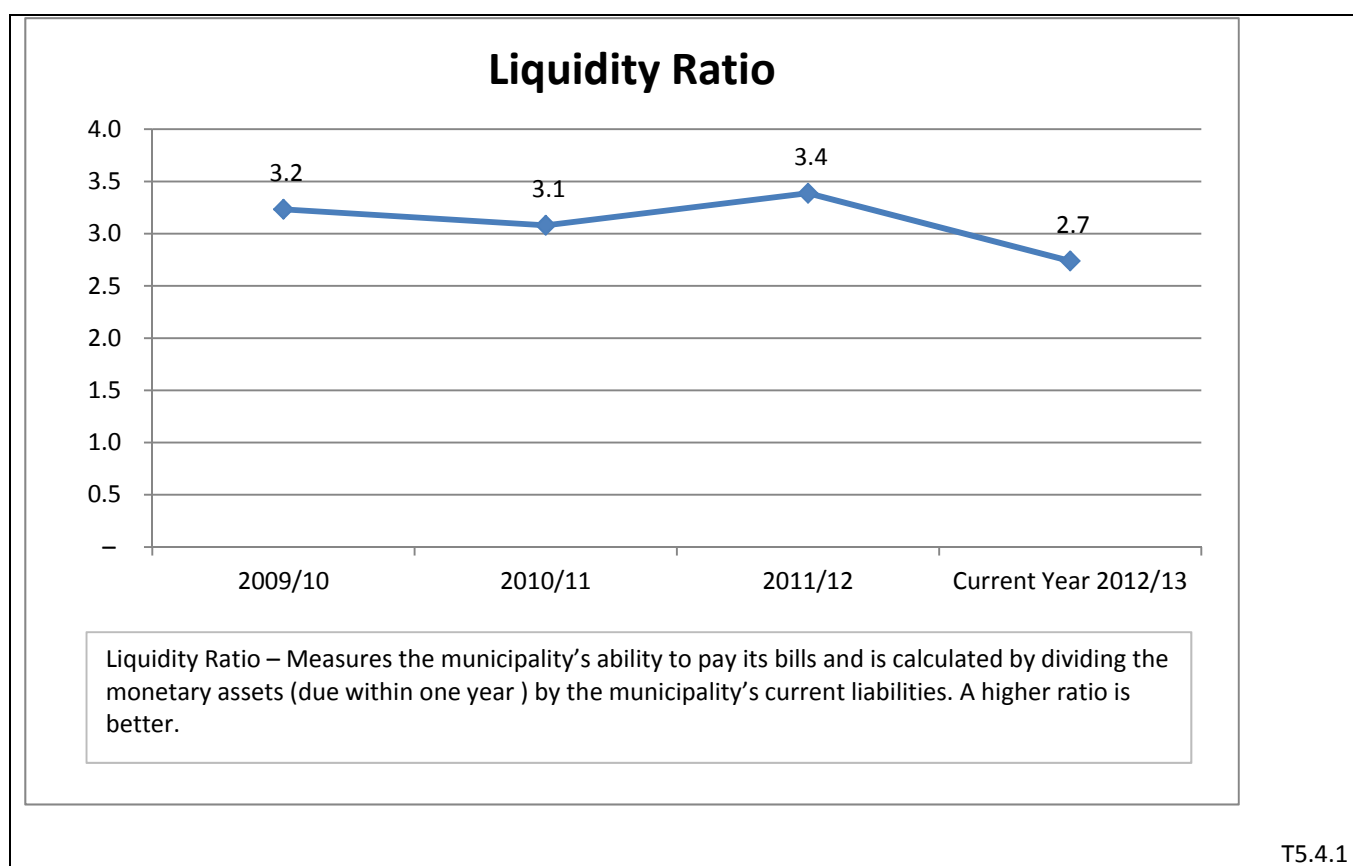
The municipality designed and implemented a system whereby each capital project is measured according to the requirements of the MFMA. The Council only approves projects where the full cost of the project, the future operating costs of the project as well as the effect that the costs associated with the project will have on tax and tariffs were considered by the Council.

Repair and maintenance expenditure: 2012/2013				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	R17 237 949	R17 670 899	R15 667 400	9.11%
T5.3.4				

COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

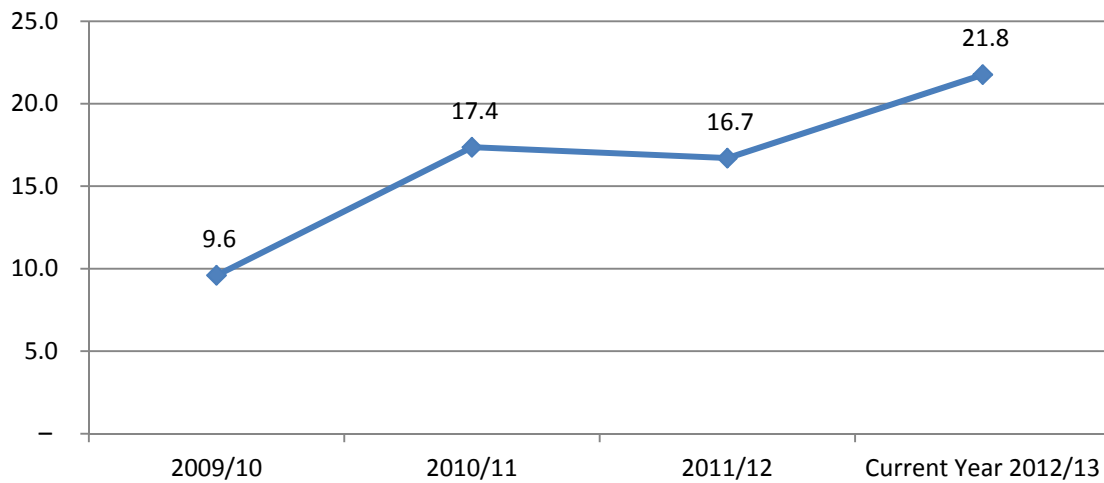
Expenditure on repairs and maintenance does not keep track with the increase in asset values as well as the ageing of the infrastructure. The Medium Term Revenue and Expenditure Framework (MTREF) further indicates a decline in the amounts spend on repairs and maintenance as a percentage of total operating expenditure. The main reason for these trends is that the municipality is only allowed to budget for increases in line with inflation targets, and other expenditure items over which the municipality has no control, such a collective agreements with unions, are well above the targets, thereby naturally leaving no space for increased expenditure on maintenance. This is an unacceptable situation which the municipality is trying to address by way of a reduction in other “nice-to-have” expenditure items.

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS



Chapter 5

Cost Coverage

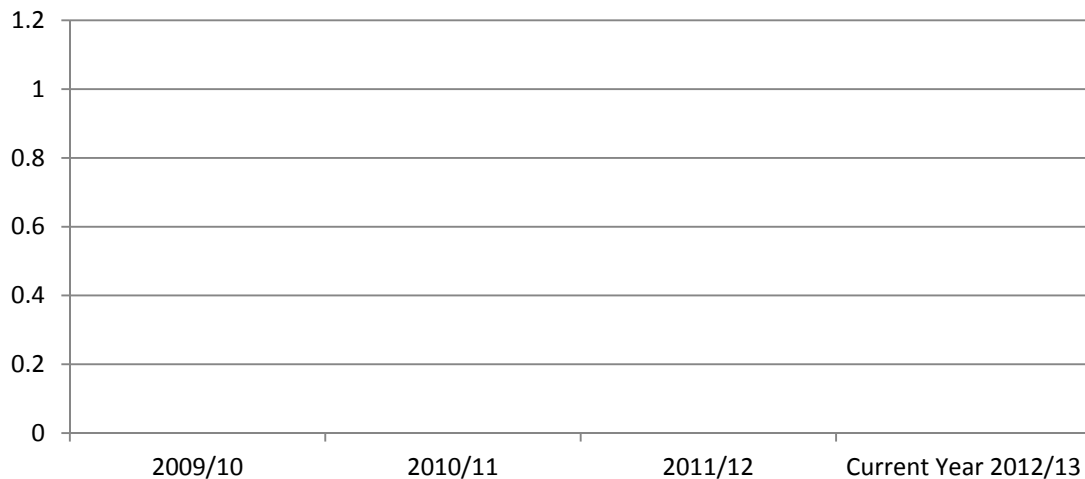


Cost Coverage– It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated

Data used from MBRR SA8

T5.4.2

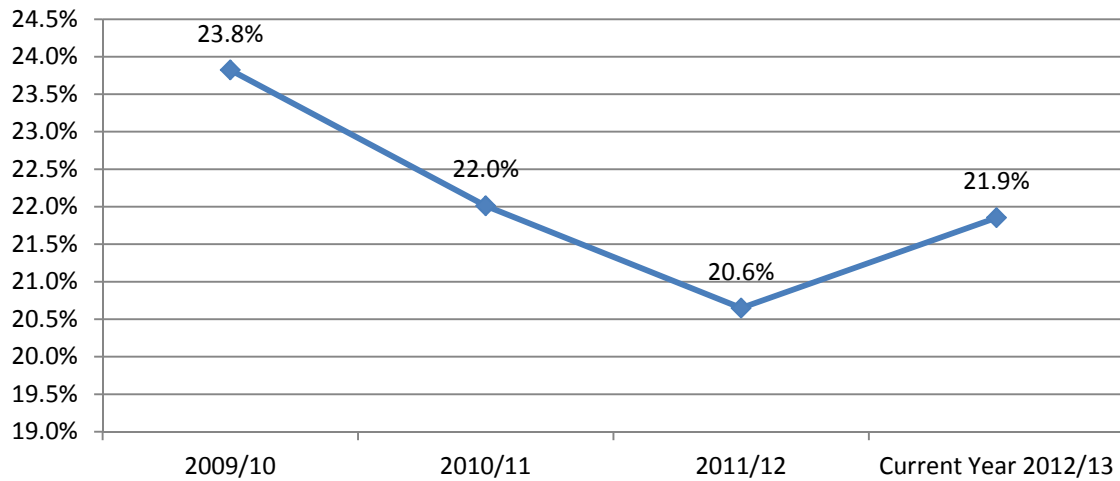
Total Outstanding Service Debtors



Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

T5.4.3

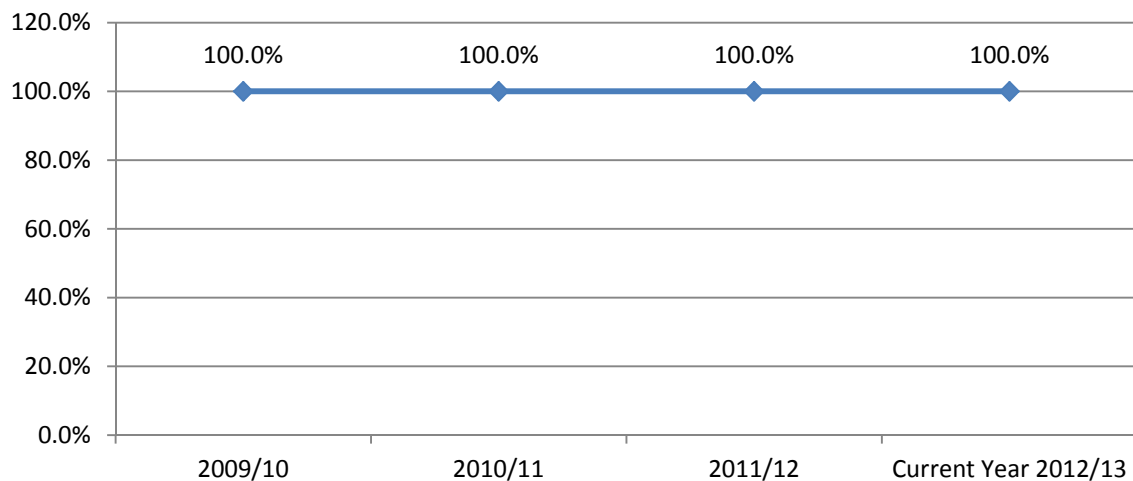
Debt Coverage



Debt Coverage– The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

T5.4.4

Creditors System Efficiency



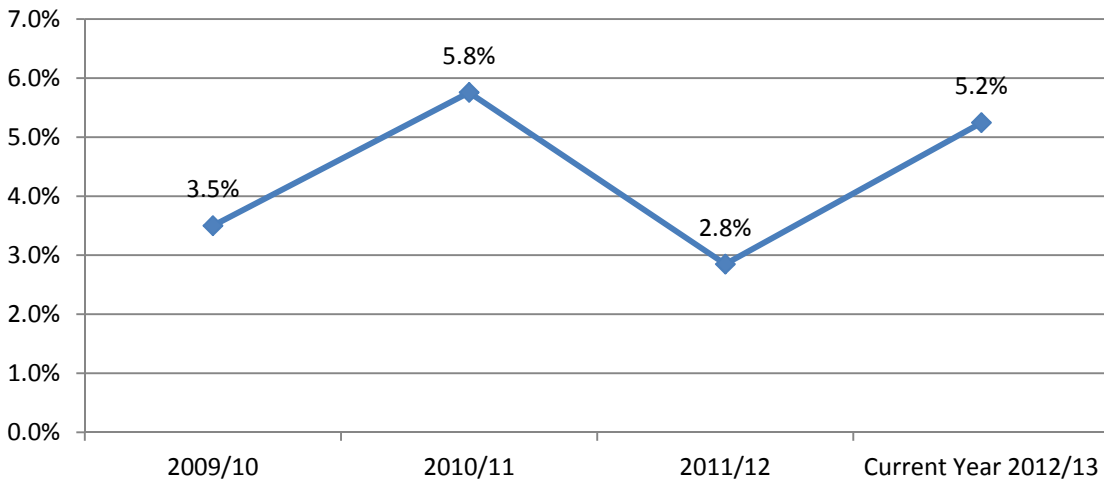
Creditor System Efficiency – The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8

T5.4.5

Chapter 5

Capital Charges to Operating Expenditure

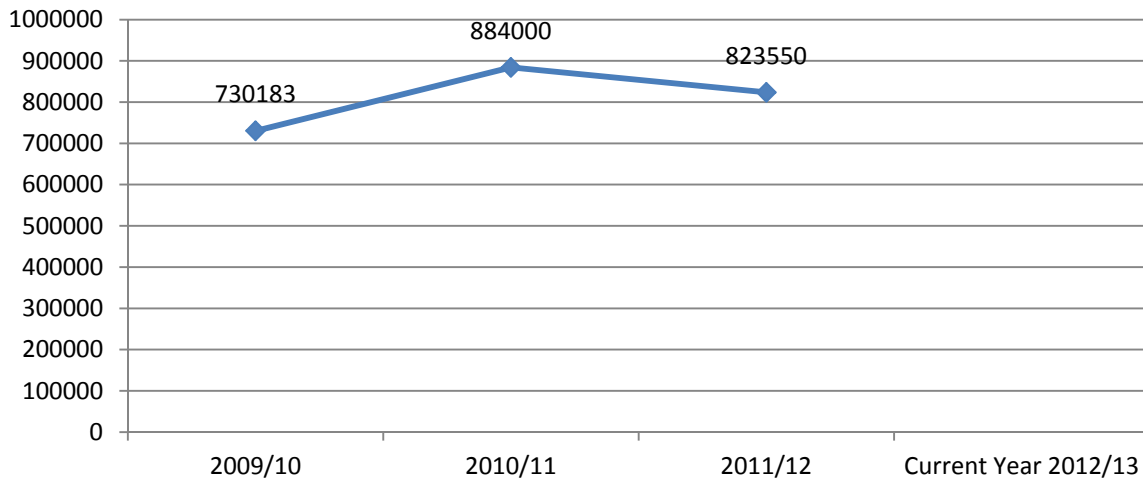


Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

T5.4.6

Repairs and Maintenance

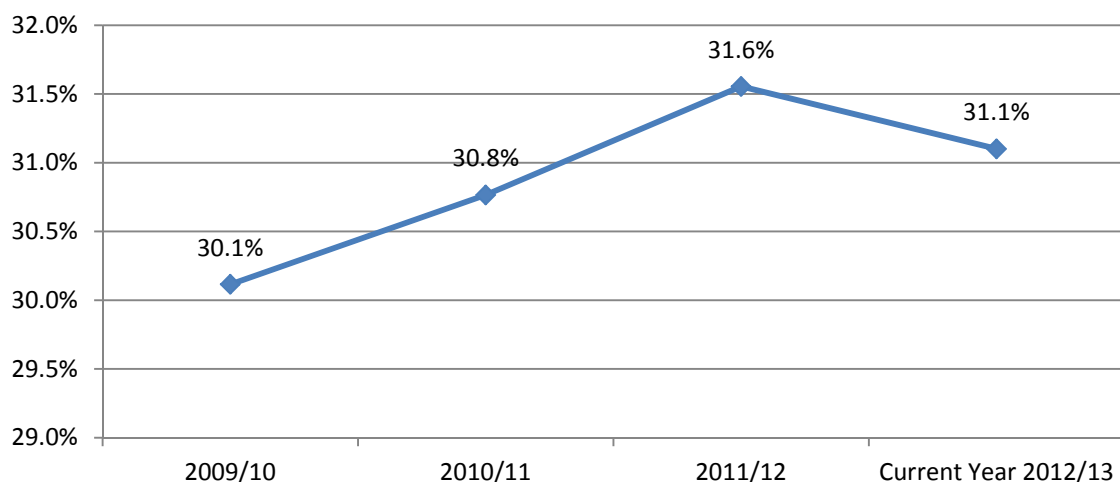


Repairs and Maintenance – This represents the proportion of operating expenditure spent and is calculated by dividing the total repairs and maintenance.

Data used from MBRR SA8

T5.4.7

Employee Costs



Employee cost – Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.

Data used from MBRR SA8

T5.4.8

COMMENT ON FINANCIAL RATIOS:

As indicated in the financial overview in Chapter 1.4 of this report, the municipality is in a financially healthy position. The Council and Management is well aware of the dangers of lacklustre financial management practices and proactively participates in programs to ensure a financially sustainable municipality.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

Capital expenditures relates mainly to construction projects that will have value lasting over many years. Capital expenditure is funded from grants, borrowings and cash surpluses.

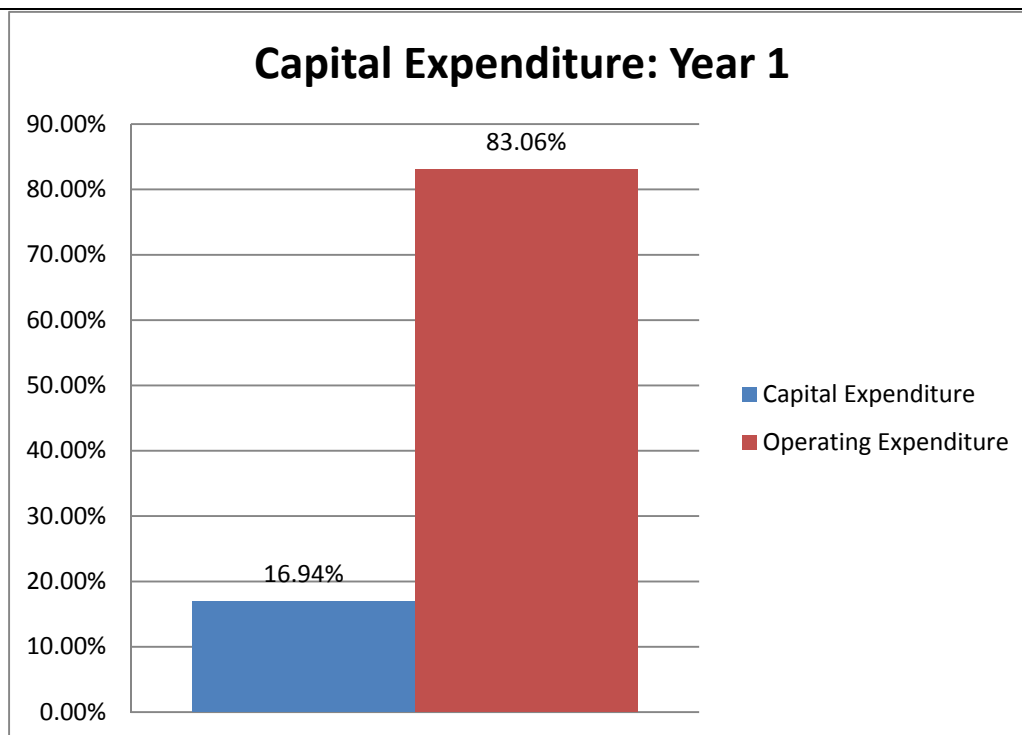
The municipality spent more than 100% of the approved budget on capital projects. The largest projects were the Wastewater Treatment Plant in Malmesbury (47.5% of the total capital expenditure), upgrading and replacement of ageing electricity infrastructure (7.5% of the total capital expenditure), resealing of streets (7% of the total capital expenditure), a water pump station in Moorreesburg (1.6% of the total capital expenditure) and the replacement of a truck (1.6% of the total capital expenditure).

More information on the capital expenditure is available in Appendices M, N and O.

Chapter 5

5.5 CAPITAL EXPENDITURE

The graph below indicates the percentage of capital expenditure against the total budget (capital plus operating expenditure)



T5.5.1

5.6 SOURCES OF FINANCE

Capital Expenditure - Funding Sources						
Details	2011/2012	2012/2013				
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
Source of finance						
External loans	R18 981 653	R22 947 970	R14 774 679	R16 002 274	-35.62%	-30.27%
Public contributions and donations		R150 000	R150 000	R230 875		
Grants and subsidies	R32 252 938	R19 480 000	R25 463 301	R25 666 330	30.72%	31.76%
Other	R49 633 385	R44 270 493	R46 454 204	R44 794 548	4.93%	1.18%
Total	R100 867 976	R86 848 463	R86 842 184	R86 694 027	0.03%	2.67%
<i>Percentage of finance</i>						
External loans	18.8%	26.4%	17.0%	18.5%	-114396.2%	-1131.9%
Public contributions and donations	0.0%	0.2%	0.2%	0.3%	0.0%	0.0%
Grants and subsidies	32.0%	22.4%	29.3%	29.6%	98653.1%	1187.7%
Other	49.2%	51.0%	53.5%	51.7%	15843.1%	44.3%
Capital expenditure						
Water and sanitation	R57 460 582	R47 791 970	R41 149 122	R41 496 584	-13.90%	-13.17%
Electricity	R11 589 282	R17 060 000	R16 795 710	R16 630 731	-1.55%	-2.52%
Housing	R3 042 470	R550 000	R6 654 301	R6 651 735		
Roads and storm water	R17 207 470	R12 862 113	R12 997 171	R12 997 148	1.05%	1.05%
Other	R11 568 172	R8 584 380	R9 241 580	R8 917 828	7.66%	3.88%
Total	R100 867 976	R86 848 463	R86 837 884	R86 694 027	-6.74%	-10.75%
<i>Percentage of expenditure</i>						
Water and sanitation	57.0%	55.0%	47.4%	47.9%	206.1%	122.5%
Electricity	11.5%	19.6%	19.3%	19.2%	23.0%	23.4%
Housing	3.0%	0.6%	7.7%	7.7%	0.0%	0.0%
Roads and storm water	17.1%	14.8%	15.0%	15.0%	-15.6%	-9.8%
Other	11.5%	9.9%	10.6%	10.3%	-113.5%	-36.1%
						T5.6.1

COMMENT ON SOURCES OF FUNDING:

Total expenditure for the year amounts to R493m, of which operating expenditure consists of 78.1% and capital expenditure of 21.9%. Significant adjustments were made to the original approved capital budget as a result of increased grant funding as well as roll-over projects from the prior year.

Chapter 5

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*					
Name of Project	2012/2013			Variance 2012/2013	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
A -	R25 806 970	R25 806 970	R25 552 377	1%	0%
B -	R8 466 000	R8 466 000	R8 467 060	0%	0%
C -	R3 537 510	R3 537 510	R3 278 901	7%	0%
D -	R3 500 000	R3 500 000	R3 019 830	14%	0%
E -	R3 400 000	R3 400 000	R3 368 451	1%	0%
* Projects with the highest capital expenditure in Year 1					

Name of Project - A	Waste Water Treatment Works Malmesbury
Objective of Project	Upgrading of Malmesbury Sewerage Works
Delays	yes
Future Challenges	Maintaining the asset in future
Anticipated citizen benefits	Better Disposal of raw sewerage

Name of Project - B	Upgrading of Streets : Swartland
Objective of Project	Upgrading of Streets
Delays	None
Future Challenges	Maintaining the asset in future
Anticipated citizen benefits	Better maintained Streets

Name of Project - C	Water reservoir Riebeek West : Replacement of two old Reservoirs
Objective of Project	Replacement of two old Reservoirs
Delays	None
Future Challenges	Maintaining the asset in future
Anticipated citizen benefits	Better water Supplies

Name of Project - D	Water : Conservation and demand Management
Objective of Project	Conservation and demand Management
Delays	None
Future Challenges	Maintaining the asset in future
Anticipated citizen benefits	Better water Supplies

Name of Project - E	MV Network upgrade-Upgrade cable networks and regional substations- Wesbank
Objective of Project	Upgrade cable networks and regional substations
Delays	None
Future Challenges	Maintaining the asset in future
Anticipated citizen benefits	Better electricity Supplies

T5.7.1

COMMENT ON CAPITAL PROJECTS:

The expenditure on the major projects listed above are according to budget and were all completed within the timeframes set. However, there were increased spending on the resealing of the roads as well as a saving on the truck. A major concern as also indicated above and elsewhere in this report, is the ability of the municipality to maintain the assets in future, within the parameters of affordable tariff adjustments.

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS OVERVIEW

Municipal Infrastructure Grant (MIG)* Expenditure 2012/2013 on Service backlogs						
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Infrastructure - Road transport						
<i>Roads, Pavements & Bridges</i>						
<i>Storm water</i>						
Infrastructure - Electricity						
<i>Generation</i>						
<i>Transmission & Reticulation</i>						
<i>Street Lighting</i>						
Infrastructure - Water						
<i>Dams & Reservoirs</i>						
<i>Water purification</i>						
<i>Reticulation</i>						
Infrastructure - Sanitation						
<i>Reticulation</i>						
<i>Sewerage purification</i>	R11 974 000	R11 974 000	R11 974 000	0%	0%	
Infrastructure - Other						
<i>Waste Management</i>						
<i>Transportation</i>						
<i>Gas</i>						
Other Specify:						
Total						

T5.8.3

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The municipality classified a positive cash balance as critical to its operations and future viability and all planning exercises take the effect of decisions on the cash position of the municipality into consideration.

The municipality utilises a Capital Replacement Reserve (CRR), established in terms of the Asset Management Policy, to fund as much of the capital expenditure as possible. The CRR is being funded by surplus cash which is mainly derived from a recovery from tariffs for depreciation charges.

In order to measure that the municipality has sufficient own cash resources, the municipality deducts any unspent grants as well as unspent loans from the available cash position, with the balance being own funds and which is allocated between the operating account and the CRR.

Chapter 5

5.9 CASH FLOW

Cash Flow Outcomes				
Description	2011/2012	2012/2013		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Ratepayers and other	R299 286 296	R326 824 437	R314 546 053	R328 603 370
Government - operating	R39 748 959	R34 701 000	R35 661 454	R37 550 844
Government - capital	R16 819 396	R19 480 000	R27 780 092	R27 402 445
Interest	R10 609 144	R12 023 328	R8 166 927	R9 917 496
Dividends	R0	R0	R0	R0
Payments				
Suppliers and employees	-R301 890 412	-R324 249 883	-R326 280 737	-R319 979 943
Finance charges	-R5 254 723	-R15 864 376	-R15 779 476	-R8 485 935
Transfers and Grants	-R1 230 755	-R1 363 420	-R1 363 420	-R1 292 677
NET CASH FROM/(USED) OPERATING ACTIVITIES	R58 087 906	R51 551 086	R42 730 893	R73 715 600
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	R1 445 503	R6 364 500	R3 931 353	R3 361 739
Decrease (Increase) in non-current debtors	R0	R0	R0	R0
Decrease (increase) other non-current receivables	R23 517	R24 575	R0	R59 810
Decrease (increase) in non-current investments		R0	R0	R0
Payments				
Capital assets	-R107 843 479	-R86 848 463	-R89 008 975	-R86 828 022
NET CASH FROM/(USED) INVESTING ACTIVITIES	-R106 374 459	-R80 459 388	-R85 077 622	-R83 406 473
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	R0	R0	R0	
Borrowing long term/refinancing	R105 477 890	R0	R0	
Increase (decrease) in consumer deposits	R495 201	R320 978	R880 000	R609 256
Payments				
Repayment of borrowing	-R5 719 583	-R6 553 484	-R6 553 484	
NET CASH FROM/(USED) FINANCING ACTIVITIES	R100 253 508	-R6 232 506	-R5 673 484	R609 256
NET INCREASE/ (DECREASE) IN CASH HELD	R51 966 955	-R35 140 808	-R48 020 214	-R9 081 616
Cash/cash equivalents at the year begin:	R167 243 845	R212 573 421	R219 192 069	R219 210 799
Cash/cash equivalents at the year-end:	R219 210 799	R177 432 613	R171 171 855	R210 129 183
Source: MBRR SA7				T5.9.1

COMMENT ON CASH FLOW OUTCOMES:

The net cash position of the municipality, as indicated above, is R219.2m. Unspent grants totals R4.7m and unspent loans R50m, which leaves an own cash balance of R164.5m.

Despite the fact that the municipality ended on an operating loss of R18.5m for the financial year the cash generated by operations amounts to R58.5m. R33m of this amount was recovered for depreciation charges for the utilisation of the municipal assets. The difference is an indication of good debtors' recovery rates and cash resource management.

Significant variances from the approved cash flow budget are being explained in detail in the different sections in this report, the major variances be the capitalisation of interest on borrowings and the offsetting of interest on investments in terms of the requirements of GRAP 5 – Borrowing Costs.

5.10 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

Borrowing forms an integral part of capital financing in local government. However, borrowing can be expensive and must be managed within affordable repayment levels. The municipality strategically borrowed R105m in the financial year for the upgrade of sewerage treatment plants. This will ensure that the municipality can cope with the tremendous growth in the municipal area for the foreseeable future.

On the other hand, the municipality invests all surplus cash in order to obtain the best interest. Net operating interest earned for the year (Interest earned less Interest paid) amounts to R5.4m, but the effect of the interest to be paid on the R105m loan raised will cancel the surplus to more or less a break-even in future.

Actual Borrowings			
Instrument	2010/2011	2011/2012	2012/2013
Long-Term Loans (annuity/reducing balance)	R53 098 210	R152 802 518	R146 330 298
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases	R651 767	R705 766	R392 555
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Total	R53 749 977	R153 508 284	R146 722 853

T5.10.2

Chapter 5

Municipal Investments			
Investment* type	2010/2011	2011/2012	2012/2013
	Actual	Actual	Actual
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank		R71 841 096	
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other	R188 259 008	R95 402 748	R219 210 799
Total	R188 259 008	R167 243 844	R219 210 799
T5.10.4			

5.11 PUBLIC PRIVATE PARTNERSHIPS

N/a

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

Swartland Municipality adopted and implemented a Supply Chain Policy on 1 January 2006 in compliance with the guidelines set down by the SCM Regulations 2005. Amendments to the policy were approved by the Executive Mayoral Committee on 11 May 2011 and 16 May 2012 respectively. No councillors are members of any committee handling Supply Chain processes. Two Supply Chain officials have finished the MFMP training. One official is yet to reach the necessary competency levels. No remarks were made in the Auditor-General's report concerning the quality of Supply Chain Management.

5.13 GRAP COMPLIANCE

GRAP COMPLIANCE

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

The Accounting Standards Board annually issues a directive (Directive 5) indicating the relevant accounting standards which municipalities must comply with. The municipality implemented all the required standards and were able to obtain an unqualified audit report with no other matters, otherwise known as a "clean audit". The municipality did not deviate from any of the standards.

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

INTRODUCTION

The Constitution section 188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. The responsibility of the Auditor-General is to perform an audit to obtain reasonable assurance whether the financial statements are free from material misstatement and to express an opinion based on the audit conducted in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing.

The Municipal System Act section 45 states that the results of performance measurement must be audited annually by the Auditor-General. The reported performance against predetermined objectives is evaluated against the overall criteria of usefulness and reliability. The usefulness of information relates to whether the reported performance is consistent with the planned development priorities or objectives and if indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information*.

The annual financial statements of the municipality was submitted to the Auditor-General in accordance with the MFMA section 122(1)(2) on 30 August 2013 and received the final audit report from Auditor-General on 29 November 2013 in accordance with the MFMA section 126(3)(b).

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR 2011/2012

6.1 AUDITOR GENERAL REPORTS YEAR 2012 (PREVIOUS YEAR)

Auditor-General Report on Financial Performance - 2011/2012	
Audit Report Status:	Clean Audit Report
Non-Compliance Issues	Remedial Action Taken
There are no findings concerning material non-compliance with laws and regulations applicable to the municipality.	None
T6.1.1	

Auditor-General Report on Service Delivery Performance - 2011/2012	
Audit Report Status:	Unqualified Clean Audit Report
Non-Compliance Issues	Remedial Action Taken
There are no material findings on the annual performance report.	None
T6.1.2	

Chapter 6

COMPONENT B: AUDITOR-GENERAL OPINION YEAR 2013 (CURRENT YEAR)

6.2 AUDITOR GENERAL REPORT 2013

Auditor-General Report on Financial Performance - 2012/2013	
Status of audit report:	Unqualified - Clean Audit Report *
Non-Compliance Issues	Remedial Action Taken
The municipality has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. No instances of material non-compliance with specific matters in key applicable laws and regulations as set out in the General Notice issued in terms of the PAA were identified	None
<i>Note: * The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 1.</i>	
T6.2.1	

Auditor-General Report on Service Delivery Performance - 2012/2013	
Status of audit report**:	Unqualified - Clean Audit Report *
Non-Compliance Issues	Remedial Action Taken
There are no material findings on the annual performance report concerning the usefulness and reliability of the information.	None
<i>* This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor-General Report on Service Delivery Performance Year 1</i>	
<i>** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.</i>	
T6.2.2	

AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS: 2012/2013

See Chapter 1 paragraph 1.6

COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 2012/2013:

Swartland Municipality once again received a clean audit from the Auditor-General for the past financial year 2012/2013. This is the third consecutive year that this recognition accrues to the municipality and indicates to the residents of Swartland that the municipality is well managed and committed to provide a good service to the community. Clean administration entails effective team work amongst all departments within the municipality, the right attitude of its workforce and keeping people accountable for their area of responsibility. Swartland Municipality is aware that its action plans towards continuous improvements of clean governance, setting high standards of service delivery and openness towards audits will eventually lead to and retaining clean administration and clean audits.

The foundations on which Swartland Municipality builds its success are as follows:

- Political stability
- Good leadership
- To apply Good Governance at all times
- All employees' buy-in to do the right things and to apply control
- To investigate and implement best practices
- Start with the end in mind

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief financial officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer)_____ Dated_____

GLOSSARY

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are “ <i>what we use to do the work</i> ”. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are “ <i>what we wish to achieve</i> ”.
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as “ <i>what we produce or deliver</i> ”. An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.

GLOSSARY

Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <p><i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i></p> <p><i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i></p>

APPENDICES

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non- attendance
				%	%
Van Zyl, M	FT	Executive Mayoral Committee/Portfolio Committee (Admin & Finance; Civil & Electrical Services)	Ward 1	96%	100
Papers, C H	PT	Portfolio Committee (Civil & Electrical Services; Development & Protection Services)	Ward 2	85%	100
Abrahams, M Z	PT	Portfolio Committee (Admin & Finance; Civil & Electrical Services); MPAC	Ward 3	92%	100
Stanley, B J	PT	Portfolio Committee (Civil & Electrical; Development & Protection Services)	Ward 4	92%	100
Cleophas, J H	PT	Portfolio Committee (Admin & Finance); MPAC	Ward 5	77%	100
Rangasamy, M	PT	Portfolio Committee (Admin & Finance; Development & Protection Services); MPAC	Ward 6	92%	100
Sedeman, A C	PT	Portfolio Committee (Admin & Finance); MPAC	Ward 7	85%	93
Rust, N J A	FT	Portfolio Committee (Admin & Finance; Civil & Electrical Services)	Ward 8	100%	100
Zatu, N S	PT	Portfolio Committee (Civil & Electrical Services)	Ward 9	69%	93
Hunsinger, C H H	FT	Portfolio Committee (Admin & Finance; Development & Protection Services)	Ward 10	85%	100
Goliath, M S I	FT	Executive Mayoral Committee/Portfolio Committee (Admin & Finance; Civil & Electrical Services; Development & Protection Services)	Ward 11	96%	100
Wilskut, W	FT	Executive Mayoral Committee/Portfolio Committee (Civil & Electrical Services; Development & Protection Services)	Ward 12	93%	100
Van Essen, T	FT	Executive Mayor	Party Represented	96%	100
Stemele, O M	PT	Portfolio Committee (Admin & Finances); MPAC	Party Represented	92%	100
Geel, B W	PT	Portfolio Committee (Admin & Finance; Development &	Party Represented	77%	100

APPENDICES

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non- attendance
				%	%
		Protection Services); MPAC			
Van der Westhuizen, R F	FT	Portfolio Committee (Civil & Electrical Services; Development & Protection Services)	Party Represented	96%	100
Cloete, C M	PT	Portfolio Committee (Admin & Finance); MPAC	Party Represented	69%	100
Philander, D B	PT	Portfolio Committee (Development & Protection Services)	Party Represented	85%	100
Fortuin, C	PT	Portfolio Committee (Civil & Electrical Services)	Party Represented	85%	100
Sneewe, A M	PT	Portfolio Committee (Development & Protection Services)	Party Represented	77%	100
Humphreys, F S	PT	Portfolio Committee (Admin & Finance); MPAC	Party Represented	69%	100
Van der Merwe, J I	PT	Portfolio Committee (Civil & Electrical Services; Development & Protection Services)	Party Represented	77%	100
Cox-Bruintjies, Y S	PT	Portfolio Committee (Admin & Finance); MPAC	Party Represented	92%	100
Note: * Councillors appointed on a proportional basis do not have wards allocated to them					T A

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Local Labour Forum / Training / Appointment com	To regulate HR matters
Swartland Municipal Police Surveillant com	To regulate SMPD matters
Landfill Audit com	To regulate landfill sites
Occupational Health com	To regulate occupational health
Disaster Management com	To regulate disaster management
Tourism Org	To regulate tourism matters
Assets and Fleet Management com	To regulate asset and fleet matters
Development Services com	To regulate development services matters
Budget Steering com	

APPENDICES

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Director/Manager (State title and name)
Corporate Services	Manager: Human Resources, Ms S de Jongh
Corporate Services	Manager: Secretariat & Records, Ms N Brand
Corporate Services	Manager: Properties & Contracts, Mr I Adams
Corporate Services	Manager: Public Relations, Ms IH Loock
Financial Services	Manager: Financial Statements & Control, Mr CF Gerber
Protection Services	Harbour Master, Mr AW Crews
Protection Services	Head: Fire & Emergency Services, Mr J Smith
Protection Services	Head: Municipal Police Services, Vacant
Electrical Engineering Services	Senior Manager: Information, Communication & Technology, Mr WJ Pienaar
Electrical Engineering Services	Manager: Technical Services, Mr MJ Swanepoel
Electrical Engineering Services	Manager: Maintenance & Construction, Mr TF Rossouw
Development Services	Manager: Planning, Building Control & Valuations, Mr AM Zaayman
Development Services	Head: Community Development, Ms M Holtzhausen
Development Services	Manager: Housing, Mr SC Arendse
Development Services	Head: Occupational Health & Safety, Mr WSJ Marais
Civil Engineering Services	Manager: Buildings & Structures, Mr NC Quickfall
Civil Engineering Services	Manager: Cleansing Services, Mr FH Bruwer
Civil Engineering Services	Senior Manager: Technical Services, Mr LD Zikmann
<i>Use as a spill-over schedule if top 3 tiers cannot be accommodated in chapter 2 (T2.2.2).</i>	
TC	

APPENDIX D – FUNCTIONS OF MUNICIPALITY

Municipal Functions	
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Firefighting services	No
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Yes
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	No
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

APPENDICES

APPENDIX E – WARD REPORTING

Functionality of Ward Committees					
Ward Number	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	Van Zyl, M (cllr)	Yes	8	8 ward feedback meetings/ward	2
	Smit, C			4 quarterly reports to Speaker/ward	
	Louw, F				
	Rautenbach, S				
	Maarman, A				
	Koch, C				
	Cordon, A				
	Rautenbach, P				
	Van Noord, P				
	Faasen, E				
	Visagie, A				
2	Papers, C (cllr)	Yes	8		2
	Cloete, H				
	Fihlani, Y				
	Davids, K				
	Gurah, N				
	Feni, M				
	Thomas, E				
	Manas, R				
	Riddles, T				
	Riddles, M S				
	Boois, M				
3	Abrahams, Z (cllr)	Yes	8		2
	Macelli, A				
	Friedlander, B				
	Smuts, S				
	Appollis, J				
	Kasner, G				
	Kruger, C				
	Van Wyk, A				
	Adams, E				
	Smit, N				
	Petersen, E				
4	Stanley, B (cllr)	Yes	8		2
	Willemse, A				
	Cupido, J				
	Bruiners, K				
	Solomons, P				
	Adams, F				
	Strachan, A				
	Gysman, P				
	Rezant, H				

APPENDICES

Functionality of Ward Committees					
Ward Number	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	Vacant				
	Willemse, A				
5	Cleophas, J (cllr)	Yes	8		2
	Brittain, E				
	Thomas, W				
	Marais, T				
	Bray, W				
	Mouton, B				
	Van Dijk, L				
	Van Deventer Badenhorst, W				
	Hoop, J J				
	Wheatley, R				
	Van Reenen, M				
6	Rangasamy, M (cllr)	Yes	8		2
	Opperman, A				
	Rosant, I				
	Vacant				
	Williams, K				
	Pienaar, P				
	Mekana, S				
	Mbhele, A				
	Bezuidenhout, R				
	Damon, S				
	Maarman, A				
7	Sedeman, A (cllr)	Yes	8		2
	McQuire, V				
	Onverwacht, P				
	Marais, H				
	Muller, L				
	Syster, K				
	Fry, R				
	Manuwel, W				
	Williams, A				
	Daniëls, E				
	Peters, B				
8	Rust, N (cllr)	Yes	8		2
	Davids, D				
	Liedeman, S				
	Van der Merwe, S				
	Keulder, H				
	Gerber, P				
	Welkom, L				
	Terblanche, S				
	Martin, E				
	Strauss, A				

APPENDICES

Functionality of Ward Committees					
Ward Number	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	Davids, E				
9	Zatu, N (cllr)	Yes	8		2
	Maqoko, P				
	Kowa, N				
	Sekhamane, M				
	Penxa, B				
	Vacant				
	Rasmeni, S				
	Mtshikwana, S				
	Ngozi, M				
	Skentyi, N				
	Mhkaweli, N				
10	Hunsinger, C (cllr)	Yes	8		2
	Traut, L				
	Leander, A				
	Koen, A				
	Adams, J				
	Petersen, T				
	Brand, H				
	Andersen, P				
	Arendse, P				
	Coetzee, H				
	Goliath, L				
11	Goliath, M (cllr)	Yes	8		2
	Syster, E				
	Anthony, G				
	Roems, L				
	Pieters, A				
	le Roux, J				
	Boks, E				
	Lategan, J				
	Van der Ventel, E				
	La-Meyer, N				
	Titus, J				
12	Wilskut, W (cllr)	Yes	8		2
	Wilskut, A				
	Brand, C				
	Smuts, W				
	Albertus, S				
	Koopman, A				
	De Bruin, J				
	Alberts, F				
	Vlok, J				
	Visser, L				
	De Bruin, C				

APPENDIX F – WARD INFORMATION

Capital Projects: Seven Largest in 2012/2013		
No.	Project Name and detail	Total Value
1	Sewerage: WWTW Koringberg: pj-10-0043	R208 264
	Water: Reservoir Koringberg: pj-10-0038	R100 000
	Electricity: Upgrade supply line 1 - renew supply line from Eskom: pj-12-0005	R1 000 000
	Electricity: MV network - upgrade supply line to sewerage plant Moorreesburg: pj-12-0006	R700 000
	Electricity: LV lines/network - replace obsolete LV line, Moorreesburg: pj-12-0007	R400 000
		R2 408 264
2	Sport: Upgrading of Gene Louw Netball Courts: pj-12-0042	R200 000
	Electricity: Upgrade supply line 1 - renew supply line from Eskom: pj-12-0005	R1 000 000
	Electricity: MV network - upgrade supply line to sewerage plant Moorreesburg: pj-12-0006	R700 000
	Electricity: LV lines/network - replace obsolete LV line, Moorreesburg: pj-12-0007	R400 000
		R2 300 000
3	Sewerage: Upgrading of WWTW, Riebeek Kasteel and Riebeek West: pj-10-0157	R2 638 985
	Housing Klippiesdal: pj-10-0013	R1 250 000
	Water reservoir, Riebeek West (1.0 ML): pj-11-0021	R3 537 510
	Storm water, Riebeek West: pj-09-0074	R300 000
		R7 726 495
4	Sewerage: Flow meters for Chatsworth/Riverlands pump stations: pj-11-0027	R200 000
	Sewerage: Chatsworth sewerage works (design work and determination of standards): pj-11-0095	R200 000
	Water: Chatsworth new reservoir: pj-12-0023	R200 000
		R600 000
5	Sewerage: Darling sewerage works (planning and design): pj-10-0044	R500 000
	Electricity MV Network: Replace switchgear and substations - Darling North, East and industrial area: pj-12-0008	R1 200 000
	Electricity MV cables: Cable circuit Main sub to new Eskom substation: pj-12-0009	R350 000
	Electricity: Main substation switchgear - extension for upgrading of supply Yzerfontein: pj-12-0010	R1 200 000
	Electricity: Replace mini substation C4 Yzerfontein: pj-12-0011	R350 000
		R3 600 000
6	Sewerage: Darling sewerage works (planning and design): pj-10-0044	R500 000
	Electricity MV Network: Replace switchgear and substations - Darling North, East and industrial area: pj-12-0008	R1 200 000
	Electricity MV cables: Cable circuit Main sub to new Eskom substation: pj-12-0009	R350 000
		R2 050 000
7	Cemeteries: Fencing Kalbaskraal: pj-12-0017	R125 832
	Housing Abbotsdale: External services: pj-12-0043	R5 400 000
	Sport: Kalbaskraal Sports grounds (irrigation systems, supply network and new borehole pump): pj-11-0122	R513 830
		R6 039 662
8	Roads: Main Road 25: pj-10-0078	R1 938 000

APPENDICES

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 1

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2011/2012	Recommendations adopted (enter Yes) If not adopted (provide explanation)
	Internal Control	
<p>The Financial Audit Committee met on the following dates:</p> <ul style="list-style-type: none"> - 06 September 2012 - 28 November 2012 - 28 February 2013 - 28 May 2013 - 7 June 2012 	Management of the municipality continuously monitor the implementation of the recommendations made by the Internal Audit Department regarding the improvement of the internal control environment. However, where systems or system reports need to be developed Management should monitor the performance of Service Providers in this regard to ensure timely implementation of controls.	Yes. The System Administrators will keep a register of all requests and system developments and will continuously follow-up with the relevant Service Providers to ensure timeous finalisation thereof. Outcomes will be reported on a monthly basis to Management.
	The Audit Committee again raised their concern in respect of the high level of outstanding debt owned to the municipality and its continuous upwards trend.	Yes. Management has implement various methods to improve the credit control and debt collection effectiveness. Currently, an investigation to implement a control mechanism to restrict services to non-payers.
	The Audit Committee takes strong stance against further unfunded mandates (functions delivered by municipalities on behalf of another sphere of government) being devolved to municipalities.	Yes. The Municipal Manager has brought the matter regarding "Unfunded Mandates" to the attention of government at various platforms and will continue to do so.
	Predetermined Objectives	
<p>The Performance Audit Committee met on the following dates:</p> <ul style="list-style-type: none"> - 06 September 2012 - 28 February 2013 	Several KPI's do not conform to the SMART principles as it is not well defined indicating clear targets to be met by set due dates.	Yes. All KPI's will be revisited to ensure that it conforms to the SMART principles.
	Although the performance management system has been developed for users to reference or link evidence to actual performance achieved, the function is not utilised by all users.	Yes. The function to link the evidence of performance achieved to the relevant KPI will again be brought to the attention of the users and training in this regard will be provided.
	Supporting documentation were not at all times available to support the achievement of targets set for KPI's due to the lack of system reports and adequate recordkeeping and therefore reliability with regards to the achievement of goals can thus not be verified.	Yes. Directorates will be informed that evidence should be kept and be available for performance measurement purposes. The process of obtaining evidence should however be cost effective and simple. It should not be time consuming and resource intensive.

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Long Term Contracts (20 Largest Contracts) Entered into during 2012/2013					
Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
Aurecon	Consulting Engineering services	Aug 2010	July 2013	Louis Zikman	
Westland Joint Venture	Civil Engineering Services	Aug 2010	July 2013	Louis Zikman	
Smart Save	Health and Safety Agent	Aug 2010	July 2013	Louis Zikman	
Ikewe JV	Electrical Supply and Installation	Aug 2010	July 2013	Louis Zikman	
	TOTAL				R115 713 037.53
Asla	Civil Engineering Services	Apr 2012	July 2014	Sylvester Arendse	
	TOTAL				R52 051 072.00

Public Private Partnerships Entered into during 2012/2013: None

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

N/A

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

N/A

APPENDIX K (I): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote						
Vote Description	2011/2012	2012/2013			2012/2013 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Executive and council Budget and treasury office	R1 985 889	R2 880 591	R2 880 591	R3 200 431	10%	10%
	R113 517 497	R119 336 063	R128 378 610	R125 513 074	5%	-2%
Community and social services	R4 659 003	R5 252 785	R5 470 785	R5 610 984	6%	2%
Sport and recreation	R2 613 004	R2 056 488	R2 056 488	R2 873 481	28%	28%
Public safety	R3 284 885	R4 028 122	R4 028 122	R3 007 311	-34%	-34%
Housing	R250 433	R250 766	R250 766	R240 953	-4%	-4%
Planning and development	R1 538 008	R1 312 413	R1 312 413	R1 976 874	34%	34%
Road transport	R5 740 480	R5 456 187	R5 456 187	R6 337 798	14%	14%
Electricity	R156 610 977	R178 027 791	R178 027 791	R174 583 269	-2%	-2%
Water	R33 761 285	R36 735 285	R36 735 285	R37 287 493	1%	1%
Waste water management	R31 286 881	R33 165 414	R33 165 414	R34 775 431	5%	5%
Waste management	R21 600 438	R25 191 671	R25 191 671	R25 752 224	2%	2%
Other	R17 411	R17 740	R17 740	R18 456	4%	4%
Total Revenue by Vote	R376 866 191	R413 711 316	R422 971 863	R421 177 779	69%	0

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APPENDIX K(II): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source						
Description	2011/2012	2012/2013			2012/2013 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustm. Budget
Property rates	R60 452 562	R67 476 158	R67 476 158	R67 359 221	-0.17%	-0.17%
Property rates - penalties & collection charges	R0	R0	R0	R0		
Service Charges - electricity revenue	R147 899 633	R176 376 750	R176 376 750	R172 791 755	-2.07%	-2.07%
Service Charges - water revenue	R28 493 402	R33 774 707	R33 774 707	R33 068 100	-2.14%	-2.14%
Service Charges - sanitation revenue	R19 819 371	R21 160 164	R21 160 164	R23 176 549	8.70%	8.70%
Service Charges - refuse revenue	R14 619 347	R18 219 597	R18 219 597	R18 549 296	1.78%	1.78%
Service Charges - other	R0	R0	R0	R0		
Rentals of facilities and equipment	R2 913 351	R2 406 653	R2 406 653	R2 901 632	17.06%	17.06%
Interest earned - external investments	R10 609 144	R12 023 328	R12 023 328	R9 917 496	-21.23%	-21.23%
Interest earned - outstanding debtors	R1 295 263	R1 194 844	R1 194 844	R1 455 488	17.91%	17.91%
Dividends received	R0	R0	R0	R0		
Fines	R3 284 706	R4 040 011	R4 040 011	R2 947 831	-37.05%	-37.05%
Licences and permits	R2 863 580	R2 723 731	R2 723 731	R3 225 095	15.55%	15.55%
Agency services	R2 412 348	R2 415 607	R2 415 607	R2 495 733	3.21%	3.21%
Transfers recognised - operational	R39 748 959	R34 701 000	R35 961 454	R37 550 844	7.59%	4.23%
Other revenue	R15 141 328	R11 354 266	R11 354 266	R14 479 553	21.58%	21.58%
Gains on disposal of PPE	R402 142	R6 364 500	R6 364 500	R3 856 742	-65.02%	-65.02%
Environmental Protection						
Total Revenue (excluding capital transfers and contributions)	R349 955 136	R394 231 317	R395 491 771	R393 775 335	-0.12%	-0.44%

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG					
Details	Budget	Adjustments Budget	Actual	Variance	
				Budget	Adj. Budget
Neighbourhood Development Partnership Grant					
Public Transport Infrastructure and Systems Grant					
Other Specify:					
Local Government Equitable Share	R26 752 000	R26 752 000	R26 752 000	0.0%	0.0%
Municipal Systems Improvement	R800 000	R800 000	R756 299	-5.8%	-5.8%
Finance Management	R1 250 000	R1 250 000	R1 230 516	-1.6%	-1.6%
Extended Public Works Programme	R1 000 000	R1 000 000	R1 000 000	0.0%	0.0%
Community Development: Workers	R27 000	R29 116	R20 257	-33.3%	-43.7%
Housing: Abbotsdale	R0	R5 400 000	R5 404 300	100.0%	0.1%
Libraries	R4 500 000	R4 500 000	R4 500 000	0.0%	0.0%
Proclaimed Roads Subsidy	R172 000	R172 000	R172 000	0.0%	0.0%
Ilinge Lethu Centre	R0	R500 000	R553 003	100.0%	9.6%
<i>Housing Consumer Education Grant</i>	R0	R27 197	R7 092	100.0%	-283.5%
Financial Management Support Grant: Asset Management	R0	R300 000	R80 548	100.0%	-272.4%
<i>Financial Management Support Grant: Tariff modelling</i>	R0	R150 000	R11 399	100.0%	-1215.9%
<i>Financial Management Support Grant: Standards</i>	R300 000	R328 816	R328 643	8.7%	-0.1%
<i>Sondeza</i>	R0	R0	R100 000	100.0%	100.0%
<i>Housing Project : Chatsworth</i>	R0	R0	R2 931 870	100.0%	100.0%
Housing Project :Klippiessdal	R400 000	R835 680	R835 680	52.1%	0.0%

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

APPENDIX M(i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Capital Expenditure - New Assets Programme*							
Description	2011/2012	2012/2013			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure on new assets by Asset Class/Sub-class							
Infrastructure	–	–	7 571	7 571	25 478	19 760	3 450
Infrastructure - Road transport	–	–	–	–	11 864	8 089	250
<i>Roads, Pavements & Bridges</i>	–	–	–	–	508	7 250	250
<i>Storm water</i>	–	–	–	–	11 356	839	–
Infrastructure - Electricity	–	–	–	–	5 000	5 220	3 200
<i>Generation</i>	–	–	–	–	–	–	–
<i>Transmission & Reticulation</i>	–	–	–	–	5 000	5 220	3 200
<i>Street Lighting</i>	–	–	–	–	–	–	–
Infrastructure - Water	–	–	–	–	2 621	6 194	–
<i>Dams & Reservoirs</i>	–	–	–	–	–	6 000	–
<i>Water purification</i>	–	–	–	–	–	–	–
<i>Reticulation Water</i>	–	–	–	–	2 621	194	–
Infrastructure - Sanitation	–	–	–	–	3 494	258	–
<i>Reticulation Sewerage</i>	–	–	–	–	3 494	258	–
<i>Sewerage purification</i>	–	–	–	–	–	–	–
Infrastructure - Other	–	–	7 571	7 571	2 500	–	–
<i>Waste Management</i>	–	–	–	–	2 500	–	–
<i>Transportation</i>	–	–	–	–	–	–	–
<i>Gas</i>	–	–	–	–	–	–	–
<i>Other</i>	–	–	7 571	7 571	–	–	–
Community	–	–	252	252	3 190	–	–
Parks & gardens	–	–	–	–	–	–	–
Sportsfields & stadia	–	–	252	252	–	–	–
Swimming pools	–	–	–	–	–	–	–
Community halls	–	–	–	–	–	–	–
Libraries	–	–	–	–	–	–	–
Recreational facilities	–	–	–	–	–	–	–
Fire, safety & emergency	–	–	–	–	–	–	–
Security and policing	–	–	–	–	–	–	–
Buses	–	–	–	–	–	–	–
Clinics	–	–	–	–	–	–	–
Museums & Art Galleries	–	–	–	–	–	–	–
Cemeteries	–	–	–	–	–	–	–
Social rental housing	–	–	–	–	–	–	–
Other	–	–	–	–	3 190	–	–
Heritage assets	–	–	–	–	–	–	–
Buildings	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–
Housing development	–	–	–	–	–	–	–

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Capital Expenditure - New Assets Programme*							
Description	2011/2012	2012/2013			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Other	–	–	–	–	–	–	–
Other assets	–	–	1 533	1 533	2 363	2 278	2 238
General vehicles	–	–	–	–	–	–	–
Specialised vehicles	–	–	–	–	–	–	–
Plant & equipment	–	–	–	–	1 102	1 165	1 121
Computers - hardware/equipment	–	–	11	11	223	107	101
Furniture and other office equipment	–	–	–	–	238	205	216
Abattoirs	–	–	–	–	–	–	–
Markets	–	–	–	–	–	–	–
Civic Land and Buildings	–	–	–	–	–	–	–
Other Buildings	–	–	90	90	–	–	–
Other Land	–	–	1 112	1 112	–	–	–
Surplus Assets - (Investment or Inventory)	–	–	–	–	–	–	–
Other	–	–	320	320	800	800	800
Agricultural assets	–	–	–	–	–	–	–
<i>List sub-class</i>	–	–	–	–	–	–	–
	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–
<i>List sub-class</i>	–	–	–	–	–	–	–
	–	–	–	–	–	–	–
Intangibles	–	–	–	–	–	–	–
Computers - software & programming	–	–	–	–	–	–	–
Other (list sub-class)	–	–	–	–	–	–	–
	–	–	–	–	–	–	–
Total Capital Expenditure on new assets	–	–	9 355	9 355	31 031	22 038	5 688

APPENDIX M(ii): CAPITAL EXPENDITURE - UPGRADE/RENEWAL PROGRAMME

Capital Expenditure - Upgrade/Renewal Programme*							
Description	2011/2012	2012/2013			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure	87 015	72 573	65 925	65 925	46 944	37 915	35 383
Infrastructure - Road transport	14 383	11 066	11 304	11 304	7 650	1 200	22 023
<i>Roads, Pavements & Bridges</i>	13 251	10 166	10 404	10 404	7 000	–	21 273
<i>Storm water</i>	1 132	900	900	900	650	1 200	750
Infrastructure - Electricity	10 523	15 850	15 100	15 100	5 200	4 000	6 000
<i>Generation</i>	–	–	–	–	–	–	–
<i>Transmission & Reticulation</i>	10 523	15 850	15 100	15 100	5 200	4 000	6 000
<i>Street Lighting</i>	–	–	–	–	–	–	–
Infrastructure - Water	2 147	7 850	9 888	9 888	2 750	2 760	2 832
<i>Dams & Reservoirs</i>	200	1 900	3 938	3 938	–	–	–
<i>Water purification</i>	–	–	–	–	250	260	270
<i>Reticulation Water</i>	1 947	5 950	5 950	5 950	2 500	2 500	2 562
Infrastructure - Sanitation	59 961	37 607	29 434	29 434	31 344	29 955	4 528
<i>Reticulation Sewerage</i>	115	37 607	29 434	29 434	–	1 200	–
<i>Sewerage purification</i>	59 846	–	–	–	31 344	28 755	4 528
Infrastructure - Other	–	200	200	200	–	–	–
<i>Waste Management</i>	–	200	200	200	–	–	–
<i>Transportation</i>	–	–	–	–	–	–	–
<i>Gas</i>	–	–	–	–	–	–	–
<i>Other</i>	–	–	–	–	–	–	–
Community	2 325	2 109	1 769	1 769	850	400	–
Parks & gardens	–	–	–	–	–	400	–
Sportsfields & stadia	243	1 651	864	864	850	–	–
Swimming pools	1 304	–	–	–	–	–	–
Community halls	–	–	–	–	–	–	–
Libraries	–	–	–	–	–	–	–
Recreational facilities	–	–	–	–	–	–	–
Fire, safety & emergency	–	–	–	–	–	–	–
Security and policing	–	–	–	–	–	–	–
Buses	–	–	–	–	–	–	–
Clinics	–	–	–	–	–	–	–
Museums & Art Galleries	–	–	–	–	–	–	–
Cemeteries	–	459	405	405	–	–	–
Social rental housing	–	–	–	–	–	–	–
Other	778	–	500	500	–	–	–
Heritage assets	–	–	–	–	–	–	–
Buildings	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–
Investment properties	2 075	–	–	–	–	–	–
Housing development	2 075	–	–	–	–	–	–
Other	–	–	–	–	–	–	–
Other assets	16 178	12 166	11 960	11 960	4 325	4 275	11 140
General vehicles	9 683	7 570	5 147	5 147	750	3 000	4 730
Specialised vehicles	2 196	–	1 770	1 770	2 000	–	2 900
Plant & equipment	3 091	–	–	–	700	480	3 125

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Capital Expenditure - Upgrade/Renewal Programme*							
Description	2011/2012	2012/2013			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Computers - hardware/equipment	629	835	835	835	825	795	385
Furniture and other office equipment	367	2 889	2 828	2 828	50	—	—
Abattoirs	—	—	—	—	—	—	—
Markets	—	—	—	—	—	—	—
Civic Land and Buildings	—	—	—	—	—	—	—
Other Buildings	97	757	1 264	1 264	—	—	—
Other Land	107	116	116	116	—	—	—
Surplus Assets - (Investment or Inventory)	—	—	—	—	—	—	—
Other	8	—	—	—	—	—	—
Agricultural assets	—	—	—	—	—	—	—
<i>List sub-class</i>	—	—	—	—	—	—	—
Biological assets	—	—	—	—	—	—	—
<i>List sub-class</i>	—	—	—	—	—	—	—
Intangibles	255	—	—	—	330	200	300
Computers - software & programming	255	—	—	—	330	200	300
Other (list sub-class)	—	—	—	—	—	—	—
Total Capital Expenditure on renewal of existing assets	107 848	86 848	79 654	79 654	52 449	42 790	46 823
Specialised vehicles	2 196	—	1 770	1 770	2 000	—	2 900
Refuse	1 672	—	1 770	1 770	2 000	—	2 200
Fire	524	—	—	—	—	—	700
Conservancy	—	—	—	—	—	—	—
Ambulances	—	—	—	—	—	—	—
Renewal of Existing Assets as % of total capex	100.0%	100.0%	89.5%	89.5%	62.8%	66.0%	89.2%
Renewal of Existing Assets as % of deprecn"	161.0%	113.0%	116.2%	116.2%	70.8%	56.2%	59.1%

APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 1

Capital Programme by Project: 2012/2013						
Capital Project	Ward	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water		R8 013 000	R10 050 510	R9 181 800	-9%	13%
Water reservoir Koringberg 0.25M	Ward 1	R100 000	R100 000	R100 000	0%	0%
Water: Panorama pump Station	Ward 10	R450 000	R450 000	R356 840	-26%	-26%
Water : Reservoir Riebeek Wes :Replacement of 2 old Reservoir.	Ward 3	R1 500 000	R3 537 510	R3 278 901	-8%	54%
Water: Secondary Chlorination	All wards	R100 000	R100 000	R84 572	-18%	-18%
Water: Chatsworth New reservoir	Ward 4	R200 000	R200 000	R179 451	-11%	-11%
Water:Upgrading/Replacement water reticulation network	All wards	R2 000 000	R2 000 000	R2 004 688	0%	0%
Water: Conservation and Demand Management	All wards	R3 500 000	R3 500 000	R3 019 830	-16%	-16%
Equipment : Water	All wards	R163 000	R163 000	R157 519	-3%	-3%
Sanitation/Sewerage		R39 778 970	R30 998 612	R32 224 529	4%	-23%
Sewerage : CK 11899 Truck Replace	All wards	R1 500 000	R1 030 171	R1 032 309	0%	-45%
Sewerage CK 33244 Bakkie Replace	All wards	R180 000	R161 381	R161 457	0%	-11%
Sewerage: CK 19529 Bakkie Replace	All wards	R180 000	R161 381	R161 457	0%	-11%
Sewerage Works Malmesbury	Various wards	R11 247 970	R11 247 970	R10 993 377	-2%	-2%
Sewerage Works Malmesbury	Various wards	R6 059 000	R6 059 000	R6 059 000	0%	0%
Sewerage Works Malmesbury	Various wards	R8 500 000	R8 500 000	R8 500 000	0%	0%
Upgrading of WWTW Riebeek Wes and Riebeek Kasteel	Wards 3 & 12	R8 000 000	R2 638 985	R3 825 397	31%	-109%
Sewerage Koringberg	Ward 1	R3 000 000	R208 264	R302 064	31%	-893%
Sewerage : Darling	Wards 5 & 6	R500 000	R500 000	R723 598	31%	31%
Sewerage : Chatsworth	Ward 4	R200 000	R179 460	R157 838	-14%	-27%
Equipment : Sewerage Telemetry	All wards	R 65 000	R65 000	R64 856	0%	0%
Equipment : Sewerage	All wards	R 47 000	R47 000	R43 176	-9%	-9%
Flowmeters Chatsworth/Riverlands	Ward 4	R200 000	R200 000	R200 000	0%	0%
Switching of pumps: Swartland	All wards	R100 000	R0	R0		
Electricity		R17 060 000	R16 795 710	R16 630 731	-1%	-3%
CK 17699 Truck Replace	All wards	R400 000	R400 000	R400 000	0%	0%
CK 17699 Personnel Platform	All wards	R350 000	R350 000	R350 000	0%	0%
Elect new Klipfontein regional sub station	Various wards	R3 000 000	R2 996 000	R2 975 687	-1%	-1%
Elect Supply Klipfontein Eskom Sub /KRS	Various wards	R2 500 000	R2 100 000	R2 095 871	0%	-19%
Elect Micro Excavator	All wards	R350 000	R320 110	R283 637	-13%	-23%
MV Network upgrade-Upgrade cable networks and regional substations- Wesbank	Wards 8, 9 & 11	R3 400 000	R3 400 000	R3 368 451	-1%	-1%
Low voltage lines/networks-Replace obsolete LV lines Bergsig, Wesbank	Various wards	R400 000	R400 000	R411 650	3%	3%
Meters-Replace proprietary prepaid meters	All wards	R100 000	R100 000	R99 788	0%	0%
Upgrade supply line 1-Renew supply line from Eskom	Wards 1 & 2	R1 000 000	R1 000 000	R1 000 000	0%	0%
MV Network upgrade-Upgrade supply to sewerage plant	Wards 1 & 2	R700 000	R700 000	R699 604	0%	0%
Low voltage lines-Replace obsolete LV lines Moorreesburg	Wards 1 & 2	R400 000	R400 000	R392 385	-2%	-2%
MV Network upgrade-Replace switchgear and substations Darling North, East and industrial area	Wards 5 & 6	R1 200 000	R1 200 000	R1 180 832	-2%	-2%
Medium voltage cables-Cable circuits Main sub to new Eskom substation	Wards 5 & 6	R350 000	R350 000	R347 432	-1%	-1%
Main substation switchgear-Extension for upgrading of supply	Ward 5	R1 200 000	R1 200 000	R1 163 838	-3%	-3%
Substations-Replace minisubstation C4	Ward 5	R350 000	R350 000	R333 884	-5%	-5%
SCADA System-Main substations, Mby, Mrb,	Various wards	R900 000	R900 000	R900 000	0%	0%

APPENDICES

Capital Programme by Project: 2012/2013						
Capital Project	Ward	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Darling						
Equipment: Electric	All wards	R460 000	R453 000	R451 073	0%	-2%
CK 33276 (Tractor Replace)	All wards		R176 600	R176 600	0%	100%
Housing		R550 000	R6 654 301	R6 651 735	0%	92%
Housing Riverlands: Services	Ward 4	R150 000	R0	R0		
Klippiessdal :Construction of Council Houses	Ward 3	R400 000	R400 000	R399 850	0%	0%
Klippiessdal :Construction of Council Houses	Ward 3	R0	R421 950	R419 535	-1%	100%
Klippiessdal :Construction of Council Houses:Sewerage	Ward 3		R15 000	R15 000	0%	100%
Klippiessdal :Construction of Council Houses:Water	Ward 3		R15 000	R15 000	0%	100%
Klippiessdal :Construction of Council Houses (Streets and Stormwater)	Ward 3		R207 288	R207 288	0%	100%
Klippiessdal :Construction of Council Houses (Professional Fees)	Ward 3		R190 762	R190 762	0%	100%
Abbotsdale: Professional Fees (CRRF)	Ward 7		R1 004 300	R1 004 300	0%	100%
Abbotsdale: External Streets and Storm	Ward 7		R299 973	R299 973	0%	100%
Abbotsdale: Internal Services (Streets	Ward 7		R1 414 156	R1 414 156	0%	100%
Abbotsdale: Internal Services (Sewerag	Ward 7		R1 005 673	R1 005 673	0%	100%
Abbotsdale: Internal Services (Water)	Ward 7		R700 564	R700 564	0%	100%
Abbotsdale: Commercial Erven (Streets	Ward 7		R428 533	R428 532	0%	100%
Abbotsdale: Commercial Erven (Sewerage	Ward 7		R317 581	R317 581	0%	100%
Abbotsdale: Commercial Erven (Water)	Ward 7		R233 521	R233 521	0%	100%
Refuse removal		R2 185 500	R2 055 721	R2 045 323	-1%	-7%
CK 37315 Compactor Replace	All wards	R1 900 000	R1 770 221	R1 770 221	0%	-7%
Equipment : Refuse bins, traps, skips (Swartland)	All wards	R 34 000	R34 000	R29 400	-16%	-16%
Upgrading Recycling Plant	All wards	R 51 500	R51 500	R45 707	-13%	-13%
Equipment : Refuse Removal	All wards	R200 000	R200 000	R199 995	0%	0%
Streets and Stormwater		R12 862 113	R12 997 171	R12 997 148	0%	1%
CK 15665 Truck Replace	All wards	R1 100 000	R1 096 573	R1 095 111	0%	0%
CK 30032 Truck Replace	All wards	R600 000	R500 485	R501 480	0%	-20%
Roads : Main Road 25 Kelder Pad 80/20 R3 100 000 2010/2011 en R830 000 2012/2013	Ward 8	R1 700 000	R1 938 000	R1 938 000	0%	12%
Upgrading of Stormwater	All wards	R600 000	R600 000	R599 778	0%	0%
Stormwater Riebeek Wes(Solomonstraat & Hofstraat)	Ward 3	R300 000	R300 000	R300 000	0%	0%
Equipment: Streets and Stormwater	All wards	R 96 113	R96 113	R95 720	0%	0%
Upgrading of Streets: Swartland	All wards	R8 466 000	R8 466 000	R8 467 060	0%	0%
Sports, Arts & Culture		R478 433	R1 332 364	R1 251 014	-7%	62%
Fencing : Dieprivier Sport Ground	Ward 8	R166 921	R129 519	R129 519	0%	-29%
Ilinge Lethu Comm.Gym	Ward 9	R161 512	R251 512	R232 728	-8%	31%
Ilinge Lethu Comm.Gym	Ward 9	R150 000	R150 000	R150 000	0%	0%
Upgrading: Thusong Centre	Ward 9	R -	R601 333	R553 002	-9%	100%
Upgrading of Gene Louw Netball Courts	Ward 2		R200 000	R185 765	-8%	100%
Environment (Parks and Amenities)		R2 877 500	R1 785 580	R1 743 616	-2%	-65%
Vehicles Parks: Replace CK15244 (Bakkie)	All wards	R260 000	R161 382	R161 457	0%	-61%
Parks CK 22740 Tractor Replace	Various wards	R350 000	R234 800	R234 800	0%	-49%
Kalbaskraal Sport Grounds (Lotto)	Ward 7	R484 000	R484 000	R484 000	0%	0%
Kalbaskraal sport grounds (CRRF)	Ward 7		R29 830	R18 261	-63%	100%
Riebeek Wes (Lotto)	Ward 3	R855 000	R0	R0		
Equipment: Parks	All wards	R470 000	R470 000	R467 626	-1%	-1%
Cemeteries: Fencing Malmesbury (Old Town)	Various wards	R158 500	R159 736	R147 942	-8%	-7%
Cemeteries: Grave box for collapsing graves	All wards	R120 000	R120 000	R103 698	-16%	-16%
Cemeteries: Fencing Kalbaskraal	Ward 7	R180 000	R125 832	R125 832	0%	-43%
Safety and Security		R1 058 000	R1 023 319	R888 374	-15%	-19%
Mun Pol CK 10492 Bakkie Replace	All wards	R220 000	R185 319	R184 793	0%	-19%

APPENDICES

Capital Programme by Project: 2012/2013						
Capital Project	Ward	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Mun PolCK 32761 Bakkie Replace	All wards	R220 000	R208 000	R185 235	-12%	-19%
Traffic Offices Malmesbury - Construct inquiry point	All wards	R 40 000	R0	R0		
Equipment: Protection	All wards	R371 000	R251 000	R201 048	-25%	-85%
Equipment : Fire Fighting	All wards	R 80 000	R80 000	R76 171	-5%	-5%
Equipment : Mun Pol:Replacement : Video speed camera	All wards	R127 000	R77 000	R74 561	-3%	-70%
Fencing: Traffic Offices	Ward 8		R102 000	R89 557	-14%	100%
IT Equipment: Municipal Police	All wards		R120 000	R77 009	-56%	100%
ICT		R835 000	R863 965	R833 963	-4%	0%
Wireless and Fiber Network	All wards	R150 000	R150 000	R144 555	-4%	-4%
Equipment: IT	All wards	R685 000	R0	R0		
MS Software	All wards		R208 348	R208 348	0%	100%
Xen	All wards		R68 778	R68 777	0%	100%
Backup Solution	All wards		R75 711	R75 711	0%	100%
Terminal Replacements	All wards		R59 562	R59 562	0%	100%
Monitor Replacements	All wards		R45 000	R44 496	-1%	100%
Scanner Replacements	All wards		R20 000	R15 302	-31%	100%
General Capital	All wards		R158 795	R139 442	-14%	100%
UPS Equipment	All wards		R67 115	R67 115	0%	100%
Equipment: Vendor point Yzerfo	All wards		R10 656	R10 655	0%	100%
Other		R1 149 947	R2 180 631	R2 155 538	-1%	47%
CK 20381 Bakkie Replace	All wards	R180 000	R161 382	R161 457	0%	-11%
Equipment: Building and Maintenance	All wards	R 48 000	R48 000	R46 625	-3%	-3%
Equipment : Civil	All wards	R173 030	R168 781	R165 543	-2%	-5%
Equipment : Development Services	All wards	R272 600	R168 339	R170 102	1%	-60%
Financial CK 20255 Sedan Replace	All wards	R130 000	R115 598	R115 598	0%	-12%
Equipment : Financial	All wards	R 45 980	R35 324	R29 115	-21%	-58%
Toilet and Fencing: Chatsworth Library	Ward 4	R116 000	R0	R0		
Equipment Corporate: Buildings &Swartland Halls	All wards	R100 000	R72 000	R69 566	-3%	-44%
Equipment : Corporate	All wards	R 53 240	R45 240	R44 605	-1%	-19%
Equipment : Council	All wards	R 12 947	R10 317	R1 204	-757%	-975%
Equipment : MM	All wards	R 18 150	R20 780	R20 387	-2%	11%
Purchase of Land: Riebeek Kasteel	Ward 12		R1 111 766	R1 111 766	0%	100%
Land swop: Erf 11223 for Erf 102620	All wards		R36 272	R36 272	0%	100%
Franking Machine	All wards		R26 000	R22 391	-16%	100%
New Bakkie (Nissan Hardbody NP	All wards		R160 832	R160 907	0%	100%
		R86 848 463	R86 737 884	R86 603 772		

APPENDICES

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

Declaration of Loans and Grants made by the municipality: 2012/2013				
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value	Total Amount committed over previous and future years
Darling Focus	Social upliftment	No	R40 000	R0
Darling Renosterveld en Groenkloof	Social upliftment	No	R0	R0
Huis van Heerde	Social upliftment	No	R25 000	R0
SPCA	Domestic Animal management	No	R168 540	R0
Elkana Childcare	Social upliftment	No	R45 000	R0
Multi Purpose Centre: Illinge Lethu	Social upliftment	No	R37 717	R0
Multi Purpose Centre: Kalbaskraal	Social upliftment	No	R26 423	R0
Multi Purpose Centre:Moorreesburg	Social upliftment	No	R40 000	R0
Museum - Malmesbury	Museums	No	R45 320	R0
Museum - Darling	Museums	No	R45 320	R0
Museum - Oude Kerk	Museums	No	R45 320	R0
Museum - Wheat Industry	Museums	No	R45 320	R0
National Sea Rescue Institute	Safety	No	R0	R0
Night Shelter	Social upliftment	No	R25 000	R0
"Ons Kan" Training Centre	Social upliftment	No	R20 000	R0
Paardeberg	Social upliftment	No	R0	R0
Tourism Swartland and Coastal Area	Tourism	No	R633 716	R0
Yzerfontein Conservancy	Conservation	No	R50 000	R0

APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

None

APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

N/a